

For more information:

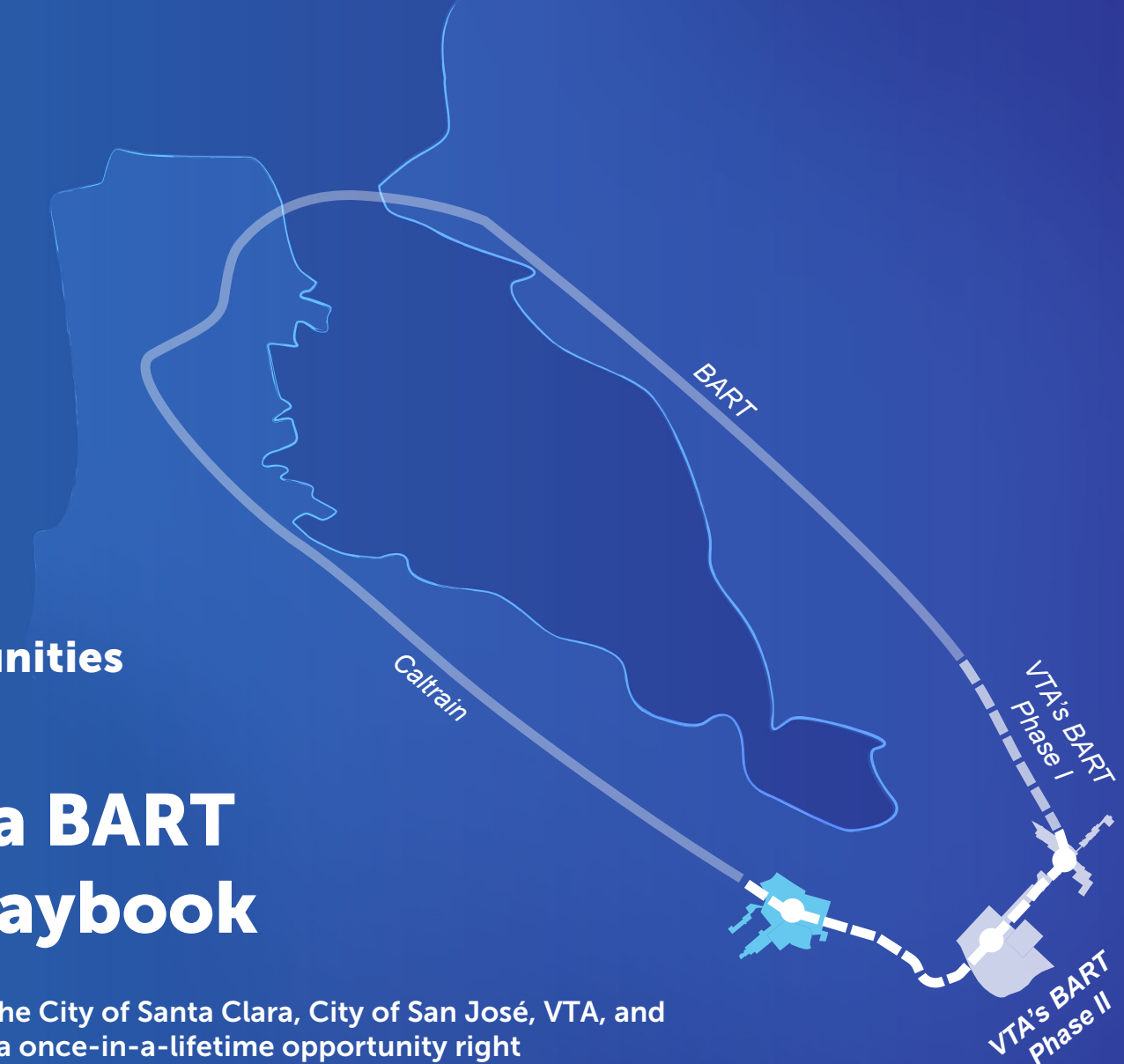
See the Project Website at: www.vta.org/bart/tocs

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VTA's BART Phase II Transit Oriented Communities Strategy Study

The Santa Clara BART Station Area Playbook

A recommended series of actions for the City of Santa Clara, City of San José, VTA, and other implementation partners to get a once-in-a-lifetime opportunity right



The Call To Action

This Playbook presents a starting point for a long-term, collaborative partnership between the cities of Santa Clara, San José and VTA to capitalize on the new Santa Clara BART Station. The Santa Clara Station Area is at a cross roads, as it transitions into an important new urban center. There is much to do to ensure that the arrival of the station leads directly to realizing the community’s long held vision of creating a Transit Oriented Community (TOC).

We must begin working now.

The real estate market is already showing interest in the station area. Assuring a healthy, connected, prosperous, walkable and equitable place will require implementing TOC principals well before BART arrives. The recommended actions in this “Playbook” provide a well-traveled pathway to capitalize on this multi-billion dollar transit investment and elevate the Santa Clara Station Area as a prosperous, dense, and resilient urban center. Getting to the finish line is going to require a concerted partnership between the cities of Santa Clara, San José and VTA to undertake the critical actions, policies, strategies and investments essential to a TOC. This includes affordable housing, new zoning, funding tools, improved bicycle, pedestrian, and transit connections that ensure good access within the station area, to Avaya Stadium, across the tracks to El Camino Real and beyond.

Collectively the cities of Santa Clara and San José, VTA and their partners have the chance to transform the Santa Clara Station Area into a TOC where people want to live, work, and play. It truly is a once in a lifetime opportunity that has been a long-time in coming. Let’s work together to make sure we live up to it.

This is an acknowledgement that this is the beginning of a long term, collaborative partnership between Santa Clara Valley Transportation Authority (VTA), cities of Santa Clara and San José to establish a Transit Oriented Community for the Santa Clara Station Area.

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VTA and the cities of San José and Santa Clara are studying all four stations proposed for BART Phase II. The Transit Oriented Communities Strategy Study is focused on three of the four station areas: Santa Clara, Downtown San José, and 28th Street. The Diridon Station is undergoing a separate but complimentary plan called the Diridon Station Area Plan (DSAP). The Santa Clara Station BART Station Area Playbook is one of three Playbooks being published. There are technical appendices with supporting data and documents that support the featured Transit Oriented Community Strategies.

Who is this Playbook for?

For City Staff and Elected Officials:

- Use this Playbook to kick-off and frame the long-term implementation partnership with VTA to start implementing the recommended “Big Moves” necessary to achieve a Good TOC in the station area and provide economic opportunities and community benefits to your constituents.

For Residents, Business Owners and Civic Organizations:

- Use this Playbook as a citizen’s manual to underpin the urgency for your city’s staff and elected officials to ensure that your vision for a Good TOC is fully implemented and engage more generally on issues that overlap with the recommended “Big Moves” (e.g. affordable housing, funding, transportation choices, etc.).

For Property Owners and Developers:

- Use this Playbook as an investment guide to align your entrepreneurial efforts with the recommended “Big Moves” necessary to create a Good TOC consistent with the communities’ vision and development standards for a good TOC.

How will you benefit?

Cities are using TOCs to:

- Leverage transit to accelerate implementing plans and policies.
- Achieve goals and aspirations identified in General Plans.
- Catalyze economic development and rejuvenation.
- Advance the delivery of affordable and mixed-income housing.
- Ensure good TOCs will be easy and viable to implement.

For Residents, Transit Oriented Development means:

- A way to be less impacted by growth.
- A healthier lifestyle for current and future generation.
- More services within steps of their homes.

For Owners and Developers:

- A way to build wealth for future generations.
- An opportunity to maximize on investments while providing social good for the community.
- Protects and facilitates investments by having a predictable framework for what is desired and expected.

How to navigate this document

The Big Moves and implementation strategies are organized as follows:

BIG MOVE
What's the overall idea?

KEY STRATEGIES CHECKLIST
What are the strategies necessary for achieving the big move?

Protect and Produce Workforce and Affordable Housing throughout the Station Area

Why is this 'Big Move' essential for Transit Oriented Communities?

Easy Access to Everyday Needs	Housing Choices for Everyone	Active Street Life
Safe People Spaces	Local Business and Services	Supports My Community

Santa Clara Station Area Housing
By the numbers:

1,614 Total number of housing units in 2019	8,600 Number of new housing units that the Station Area can accommodate	1,300 Net new affordable units to meet the 15 percent inclusionary housing goal	=15% City of Santa Clara Inclusionary Housing requirement
\$173,000 The local funding gap for each affordable unit.	\$223m The total cost of local funding to meet the Station Area's affordability target.	≥20% VTA Joint Development Policy Requirement for affordable units	≥25% VTA Joint Development Policy Target for affordable units

WHY is this big move essential to VTA's transit oriented community goals?

RECOMMENDED ACTIONS
What specific actions should VTA recommend to implement a key strategy?

ADDITIONAL CONTEXT
What else should stakeholders know about each key strategy?

Increase local funding for deed-restricted affordable housing production

Partners:

Recommended Actions

- Explore dedicating a portion of potential future tax increment financing (TIF) district revenues to affordable housing.

Context

The local funding gap needed to meet the Santa Clara Station Area's affordability target is approximately \$223 million. Various City and County sources exist to help meet this gap, including Santa Clara County's Measure A, as well as the City of Santa Clara's commercial linkage fee and inclusionary housing in-lieu fees, although it should be noted that these sources are not restricted to the Station Area.

A number of on-site affordable units may be built through Santa Clara's inclusionary housing program. Even with these existing funding sources, there will remain a local funding gap to meet the Station Area's affordability targets.

What is a TIF District?

Tax increment financing (TIF) is a mechanism that captures incremental increases in tax revenues generated in a specific district, in order to pay for improvements in that district. TIF districts, such as Enhanced Infrastructure Financing Districts (EIFDs), are being considered as part of VTA's BART Phase II TOD Strategy. If a TIF district is being implemented in the Station Area, the City of Santa Clara should explore the appropriate share of revenues to set aside for affordable housing.

Encourage the development of accessory dwelling units (ADU)

Partners:

Recommended Actions

- Kickstart ADU development by streamlining the permitting process and providing additional financing options. This includes lowering fees, reducing parking requirements, streamlining ADU approvals, developing partnerships with the City's own loan program on their new loan program, or developing the City's own loan program.
- Explore policies to keep ADUs accessible to low- and moderate-income households. This could include incentives to homeowners that choose to rent their ADU to lower-income households.

Context

The City of Santa Clara's existing policies regarding ADUs should be amended to facilitate the production of affordable units. In addition to reducing zoning and financing barriers, the City of Santa Clara should also consider policies aimed at keeping ADUs accessible to lower income households.

Case Study: City of Santa Cruz

The City of Santa Cruz provides fee waivers land, in past years, low-interest loans for homeowners who agree to rent their second units only to low- or very low-income households. Funding for the program is provided by a Sustainable Communities Grant from the California Pollution Control Financing Authority.

Images Source: Santa Cruz County Planning Department

CASE STUDY
How has a similar key strategy been successful in other communities?

DIAGRAM
How would this strategy work?



EXECUTIVE SUMMARY

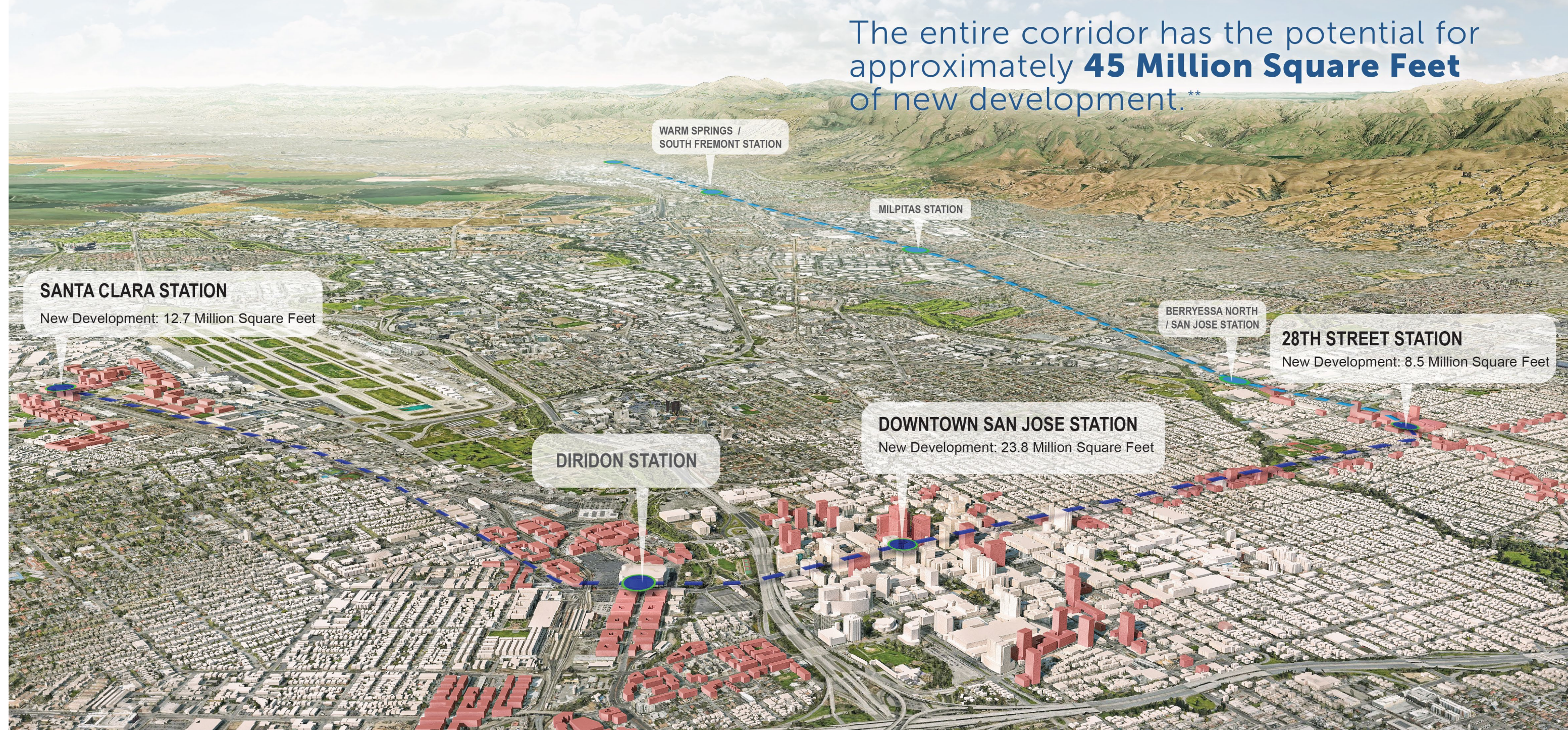
We have an amazing opportunity and one chance to get it right

Imagine creating new walkable places on the scale of an entirely new downtown San José, concentrated within a short walk of the Phase II BART Stations. That is the magnitude of the possibility in front of us. Of course, there is much work to do, and it won't happen on its own. But, the clock is already running. Partnerships need to be forged. Plans updated. New funding tools put in place. Capital investments made. And more affordable housing built. Because many of these actions require public and city actions that can take years to complete, it is imperative that we begin moving ahead now.

Success lies in the hands of the cities, VTA and their partners. It's going to be critical to start now to capture the extraordinary opportunity in front of us. According to market demand projections and development analysis prepared for the BART Phase II corridor, by 2040 the corridor will add:

+ 40,000 new jobs and housing for
+ 80,000 new residents*

The scale of growth and the investment in BART Phase II is too large not to take advantage of what's right in front of us. Before BART arrives we must advance the partnership and update necessary plans and policies to ensure the station areas become healthy, connected, prosperous, and equitable Transit Oriented Communities.



The entire corridor has the potential for approximately **45 Million Square Feet** of new development.**

Legend
 Existing Buildings
 New opportunity sites

* Total residents assumes 2.5 residents per household and 1000 square feet per unit. Total jobs assumes 250 gross square feet per office employee and 500 square feet per retail employee.

**Corridor development totals does not include Diridon, which is undergoing a separate but complimentary plan called the Diridon Station Area Plan (DSAP).

Envision the future Santa Clara station

Total Market Potential for Development by 2040

Office	3,500,000 sf	} + 21,500 new residents
Residential	6,626,000 sf	
Hotel	510,000 sf	
Retail	102,852 sf	
Total	12,738,852 sf	} + 14,400 new jobs

Creating Great Places

The Santa Clara Station Area is transitioning into an important new urban center. The arrival of BART can help to accelerate that positive change. Current Santa Clara and San José plans would allow for about 6.2 million square feet of new development in the station area. [See Appendix L for more information on the TOC development scenario and how it compares to existing City plans.] The market potential within the station area can accommodate much more development. Taking advantage of the possibilities will require channeling this growth into development that contributes to a dynamic, welcoming place for residents, workers, and visitors to the Santa Clara Station Area. Part of the solution will be implementing the principles of good placemaking, new development and public improvements to promote:

- A compact and walkable urban environment
- An engaging and vibrant public realm
- A respect for local context
- A diverse and balanced community



Artistic rendering: View of Brokaw Road looking west toward Santa Clara Station

A long term partnership

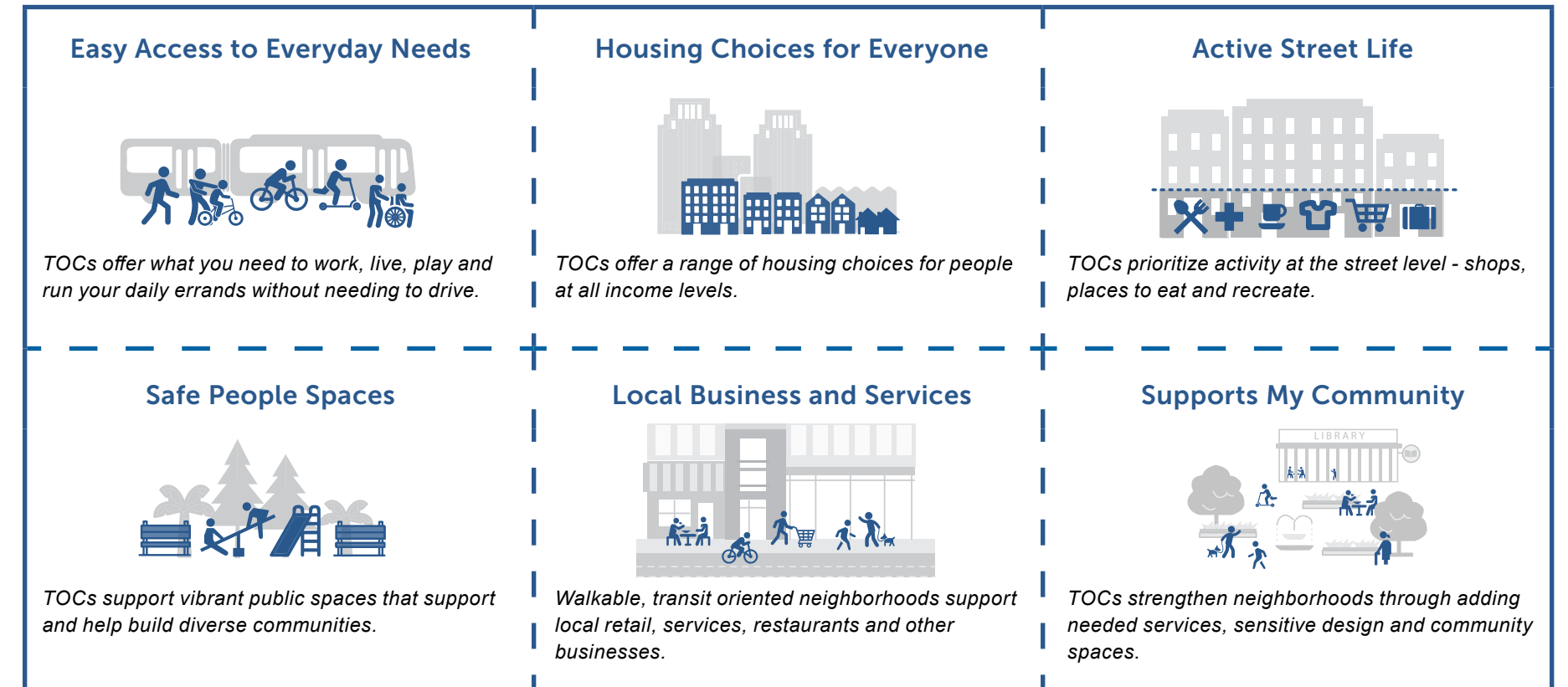
Living up to the opportunity of BART Phase II is going to require extraordinary collective action. That's the singular lesson from other communities that developed great TOCs.

VTA is asking the Cities of Santa Clara and San José to enter into a long-term partnership with VTA, starting with the following actions:

- Endorse a holistic approach to creating TOCs in Santa Clara County and accept the Strategy Study as the appropriate beginning point.
- Direct staff to prioritize implementation of land use, infrastructure, and funding programs.
- Review implementation progress on a regular basis, in collaboration with VTA and other stakeholders.

What creates a good Transit Oriented Community?

VTA is helping to inspire Transit Oriented Communities in Silicon Valley. TOCs are walkable places to live, work, shop, play and learn. They provide a diversity of jobs, housing types and economic opportunities while reducing the risk of displacement and providing affordable housing choices. These communities are founded on good placemaking, seamless mobility and leveraging economic value to create an optimal user experience for both current and future residents. The themes below will be used as a check list for the effectiveness of the TOC Big Moves later in the Playbook.



Why Santa Clara? Why Now?

The Santa Clara Station Area is at a cross roads. Its transitioning into an important new urban center. The arrival of BART can help to further reposition the station as a denser more mixed-use place. Unlocking the potential of BART will require moving forward with a well-coordinated implementation strategy well before the BART station opens. It's important to begin implementing plans and policies now that facilitate and ensure the station area's success ahead of BART opening.

Regional Connectivity

The station already has existing transit service in place including Caltrain, Capital Corridor, ACE and VTA bus service. The addition of BART will make this the primary regional hub of the City - providing access to the Peninsula, south and east bay regions and providing a level of connectivity that is unparalleled by other areas of the City.

Santa Clara University

The station area is immediately adjacent to and has good connectivity with Santa Clara University (SCU). Growth in the station area can be complementary to SCU plans for expansion.

City Growth Strategy

The station area could become one of Santa Clara's major urban centers, helping to refocus growth opportunities in the southern half of the City and around the primary regional transit hub for the entire city. The Santa Clara Station TOC vision respects and will complement the Downtown and El Camino Real Precise Plans in progress.

Pipeline Development

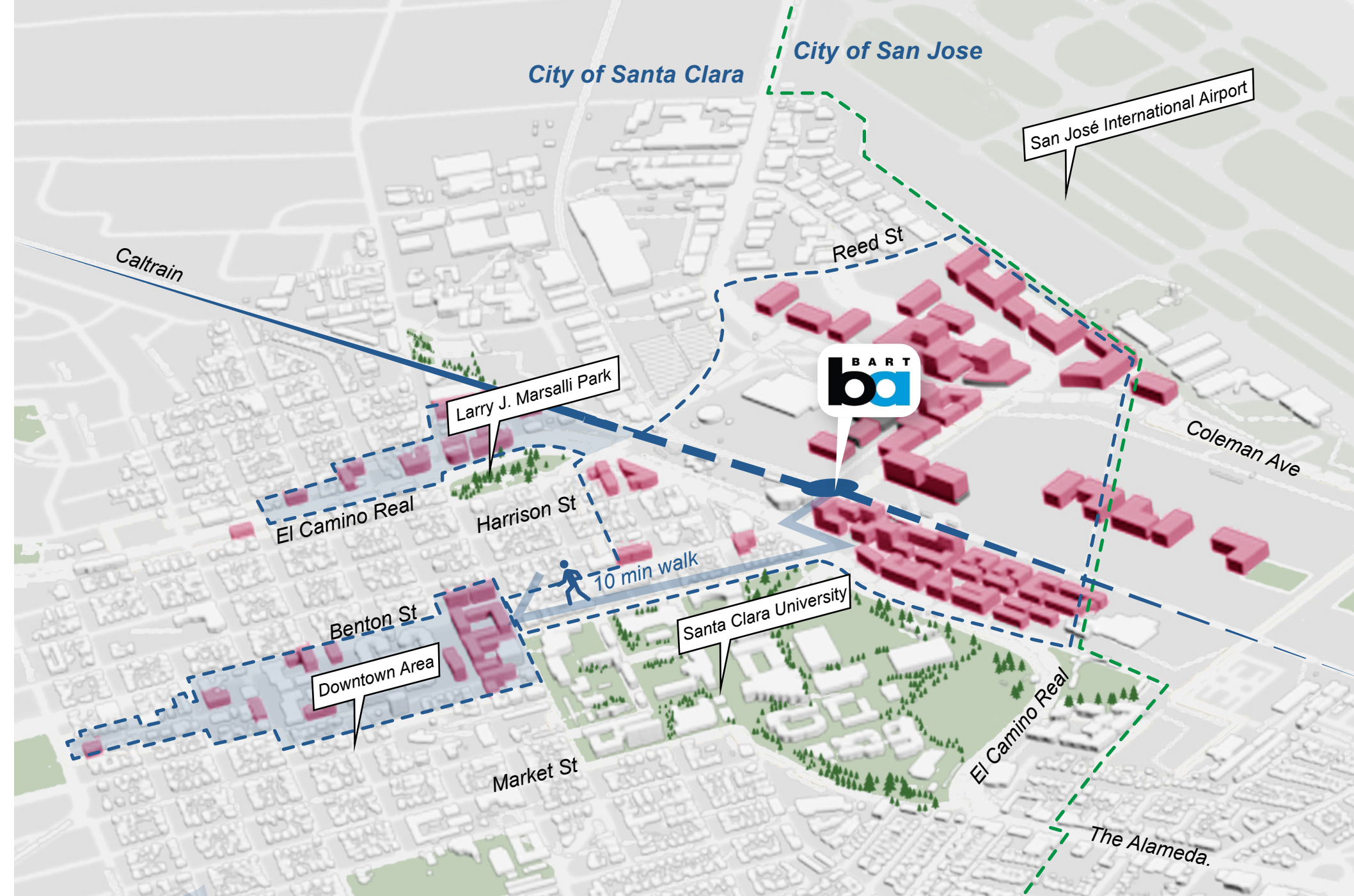
Properties within the station area are already attracting real estate interest. Capitalizing on BART will entail shifting the framework to ensure good TOC outcomes well before BART opens.

Emerging Job Hub

The station area is emerging as an employment center at the Santa Clara - San José city boundary, although not currently at the densities desirable for a Good TOC.

Adjacent to Downtown

The recommendations outlined in this Playbook are intended to complement the revitalization of the historic Downtown.



--- Priority Development Areas (PDAs) as identified by the Metropolitan Transportation Commission (MTC).

■ Potential Development

■ Areas with concurrent Precise Plans

The Big Moves

The following recommendations are necessary to get the station area "BART ready". These recommendations should be adopted and implemented before Opening Day of VTA's BART Phase II Extension.



Imagine a Santa Clara Station where ...



Local businesses can thrive in affordable commercial spaces



Community Based Organizations can provide services tailored to local needs



Safer streets enable more people to choose to walk, roll, and bike to work or home



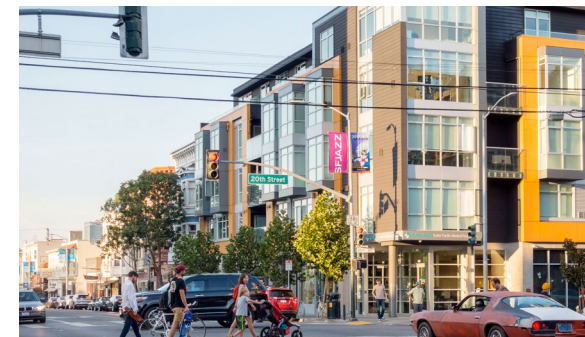
Community landmarks are celebrated and serve as hubs for community life



People can choose an efficient, sustainable way to travel locally and regionally



Public spaces host civic and cultural events that support local businesses



New housing is built for all income levels to live and prosper



Plazas and paseos provide intimate spaces to spend time with family and neighbors



Biking is safe for all ages and abilities

Photo Credits: Sergio Ruiz for Spur, Perkins and Will

Working with the community toward a common goal

Since January 2018, VTA has engaged station area communities through interactive TOCs workshops, community working groups (CWGs), and VTA's BART Phase II community meetings. VTA continues to engage the communities through social media, the TOCs Strategy Study website, TOCs focused videos, as well as various pop-up events.

Ongoing collaboration is essential

Collaboration between VTA, City staff and BART has been and will continue to be an essential part of the Transit Oriented Communities Strategies Study.

Beginning in January 2018, VTA has held regular coordination meetings with the Study's Technical Advisory Group (TAG), departments within the Cities of Santa Clara and San Jose, as well as BART and VTA land use and transportation planners.

Foundational Plans

Community Engagement

Stakeholder Engagement



Phasing of TOC recommendations

The following timeline provides a starting point for VTA and the Cities of Santa Clara and San José to begin implementation planning and prioritize specific recommendations that need to begin right away. Many of the recommendations below are subject to the City's public engagement process, which should be considered when prioritizing these recommendations.



What's Next

Realizing the vision set out in the Playbooks in a timely manner will require a high degree of coordination between VTA, the cities of San José and Santa Clara, landowners, and the local communities. Capturing the full opportunity of VTA's BART Phase II by achieving TOCs is not possible without new plans, policies, funding and infrastructure investments across each of the station areas.

To coordinate and accomplish all of this work, VTA and the cities will begin working in close collaboration to develop a Transit Oriented Communities Implementation Plan (TOCIP). The TOCIP is intended to provide a mechanism to collectively plan, prioritize, fund, construct and implement the pieces needed to move the TOCs Playbooks from vision to implementation.



THE BIG MOVES



UPDATE LAND USE ACROSS THE STATION AREA TO ENSURE GOOD TRANSIT ORIENTED COMMUNITIES

Pg 19



PROTECT AND SUPPORT SMALL BUSINESS, AND ENHANCE COMMERCIAL NODES

Pg 25



PROTECT AND PRODUCE WORKFORCE AND AFFORDABLE HOUSING

Pg 29



ASSIST IN STRENGTHENING COMMUNITY IDENTITY

Pg 39



UNLOCK THE VALUE OF MOBILITY FOR ALL STAKEHOLDERS

Pg 47



PRIORITIZE FUNDING AND IMPLEMENTATION

Pg 57

The Big Moves

Each Transit Oriented Community 'Big Move' Recommendation has key implementation strategies embedded within. Go to the respective section to view the key strategies in more detail.



Update Land Use Across the Station Area to Ensure Good Transit Oriented Communities

Pg 19-24

- ★ Establish minimum densities for office and residential throughout the station area as appropriate based on context
- Rezone industrial sites to ensure transit-supportive commercial and industrial uses
- Prioritize office development directly adjacent to the station



Support Small Business, and Enhance Commercial Nodes

Pg 25-28

- ★ Ensure that new development provides appropriate space for small, locally owned businesses
- Implement incentives for retaining long-standing businesses as part of the El Camino Real and Downtown Santa Clara Precise Plan processes



Protect and Produce Workforce and Affordable Housing throughout the Station Area

Pg 29-38

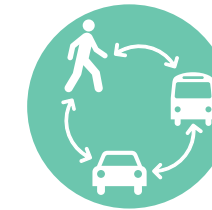
- ★ Pursue new partnerships and funding for affordable housing production
- ★ Leverage VTA properties and other public land for affordable housing production
 - Strengthen existing tenant protections
 - Strengthen existing affordable housing preservation policies
 - Make it easier for low income tenants to access affordable housing
 - Increase local funding for deed-restricted affordable housing production
 - Encourage the development of Accessory Dwelling Units (ADUs)



Assist in Strengthening Community Identity

Pg 39-46

- ★ Establish maximum block size and minimum open space requirements for large parcels
 - Enhance the pedestrian, bicycles and transit connections between the Station, Downtown and other commercial nodes
 - Limit ground floor retail in the station area to targeted locations
 - Define the station area's distinct character
 - Intentional branding, design, programming for each node



Unlock the Value of Mobility for All Stakeholders

Pg 47-56

- ★ Right-size parking requirements for residential, office, and retail development
 - Encourage use of sustainable modes through Transportation Demand Management (TDM) Strategies
 - Adopt a Shared Mobility District that manages transportation and parking to provide access throughout the station area
 - Adopt street hierarchy typologies in the station area
 - Create a tailored approach to streetscape improvements and transit connections



Prioritize Funding and Implementation

Pg 57-68

- ★ Create a dedicated staff position within both cities to lead TOC implementation
- ★ Establish a framework for ongoing collaboration among City of San José, City of Santa Clara, and VTA
 - Work together to identify grants and other upfront funding sources
 - Establish Community Facilities District to leverage contributions from new development
 - Implement a Tax Increment Financing District
 - Engage with local partners to expand community and economic development activities

★ The stars represent a recommendation that needs to be started now.



Update Land Use Across the Station Area to Ensure Good Transit Oriented Communities

KEY STRATEGIES CHECKLIST

- Establish minimum densities for office and residential throughout the station area as appropriate based on context
- Rezone industrial sites to ensure transit-supportive commercial and industrial uses
- Prioritize office development directly adjacent to the station



Why is this 'Big Move' essential for Transit Oriented Communities?

Elsewhere, Governments have employed robust TOC toolboxes with regulatory and financial incentives. Specialized TOC zoning has consistently been adopted to allow greater density, a mix of uses, enhance walkability and require less parking. Early actions include making capital investments for walkability and open space and targeting financial and regulatory incentives for affordable housing in station areas.

Additionally, concentrating density adjacent to stations avoids disrupting nearby lower density neighborhoods, and helps preserve them and their character.

Easy Access to Everyday Needs ✓	Housing Choices for Everyone ✓	Active Street Life ✓
Safe People Spaces ✓	Local Business and Services ✓	Supports My Community ✓

Opportunities

Support the community's vision for a transit-supportive station area and an amenity-rich Downtown Santa Clara.

Support transit ridership and reduce the need for private vehicles.

Provide more housing into the station area that can support Santa Clara University's need for more workforce and graduate student housing.

Provide an active, vibrant place, complementary to, and within walking distance of the existing Downtown.

Concentrate employment directly adjacent to the Station.

Challenges

Properties close to San José Mineta International Airport have lower height limits regulated by FAA.

Key sites in the station area are zoned industrial.

Mid-rise development is currently more financially feasible than high-rise. Development on some major opportunity sites is moving forward without maximizing allowable densities.

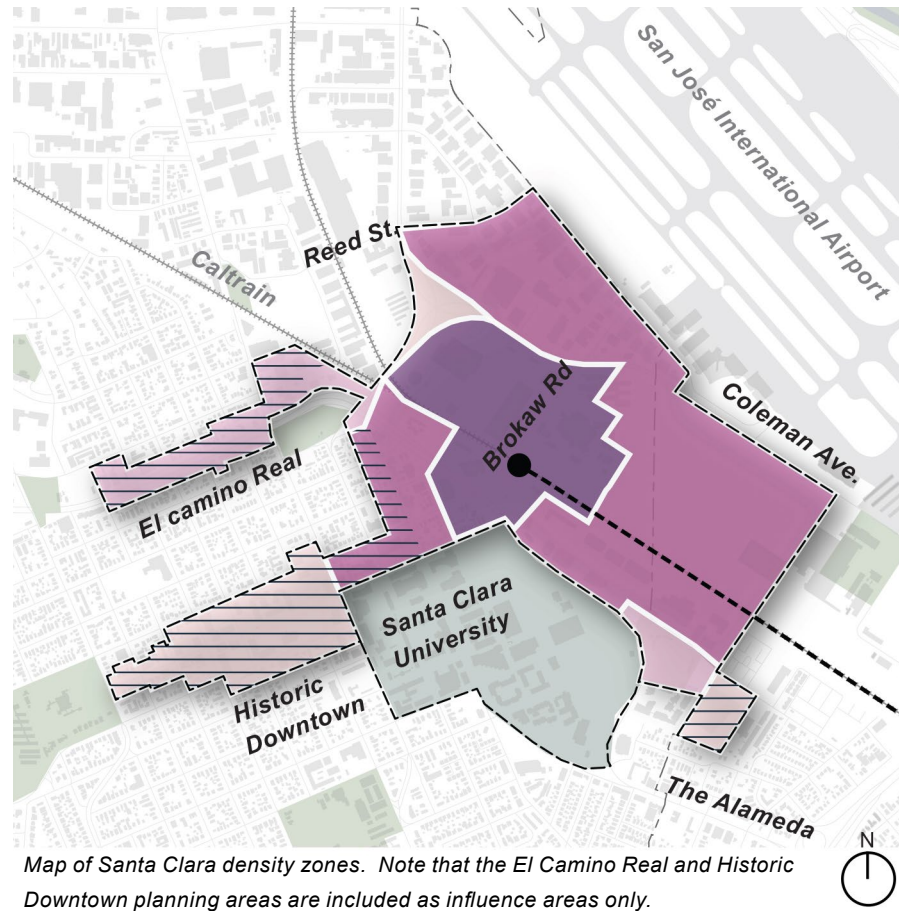
Provide new development that will not add further vehicular congestion onto the streets.

Establish minimum densities throughout the station area for office and residential as appropriate based on context

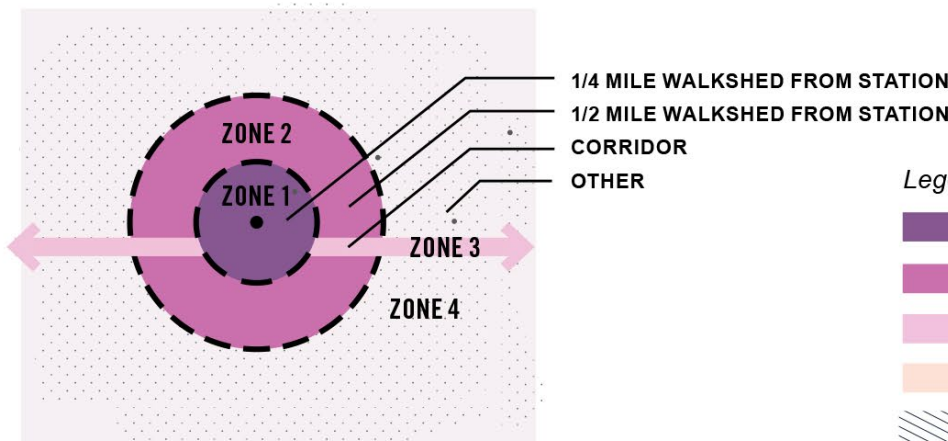
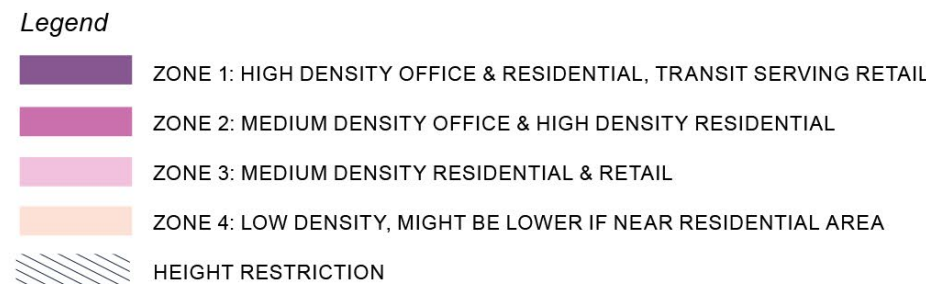
Phasing: Initiate within 12 months

Recommended Actions

- Establish minimum densities throughout the station area, varying according to distance from Station, complemented by height restrictions which will establish upper density limits.
- Calibrate densities to ensure that short to medium term development is financially viable in zones further away from the Station core, while preserving land closer to the Station for future higher density development which may not be viable today but will become so over time.



The shaded areas on this diagram represent the recommended density ranges which should be applied to all opportunity sites which occur within that zone. Opportunity sites are defined and identified in Section B of the Technical Appendix. Please note that there is no requirement or expectation that other properties which are not opportunity sites would be redeveloped, nor were these sites included in the calculations for development potential in the station area.



Residential

Office

ZONE 1



METRICS

Use Type	Residential
Height*	Min 85' / Max 155'
Stories	8 - 15
Ground floor	Wrapped Parking or active use



METRICS

Use Type	Office
Height*	Min 90' / Max 155'
Stories	6 - 11
Ground floor	Wrapped Parking or active use

ZONE 2 & 3



METRICS

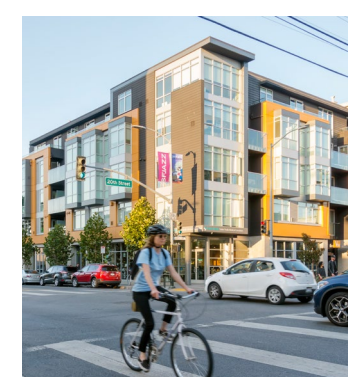
Use Type	Residential
Height*	Min 60' / Max 85'
Stories	5 - 8
Ground floor	Wrapped Parking or active use



METRICS

Use Type	Office
Height*	Min 45' / Max 90'
Stories	3 - 6
Ground floor	Wrapped Parking or active use

ZONE 4



METRICS

Use Type	Residential
Height*	Min 60' / Max 85'
Stories	5 - 8
Ground floor	Wrapped Parking or active use



METRICS

Use Type	Office
Height*	Min 45' / Max 90'
Stories	3 - 6
Ground floor	Wrapped Parking or active use

* Zone 1 and 2 maximum heights reflect FAA height restrictions. Zone 3 and 4 reflect sensitivities to adjacent single family neighborhoods.

Matrix of Santa Clara Station Area density zones

Rezone industrial sites to ensure transit supportive commercial and industrial uses

Phasing: Initiate within 3 years

Recommended Actions

- Rezone industrial sites to ensure transit-supportive employment uses that are compatible with a pedestrian friendly environment.



Map of proposed sites for rezoning

Context

The highlighted area is bounded by Coleman Avenue, De La Cruz Boulevard and the San José International Airport. It has been flagged as important for achieving the larger TOC vision due in part to its proximity to the future BART station and large opportunity sites. The area is currently zoned Industrial. The recommendation would allow for greater flexibility for high density employment.

Prioritize office development directly adjacent to the station

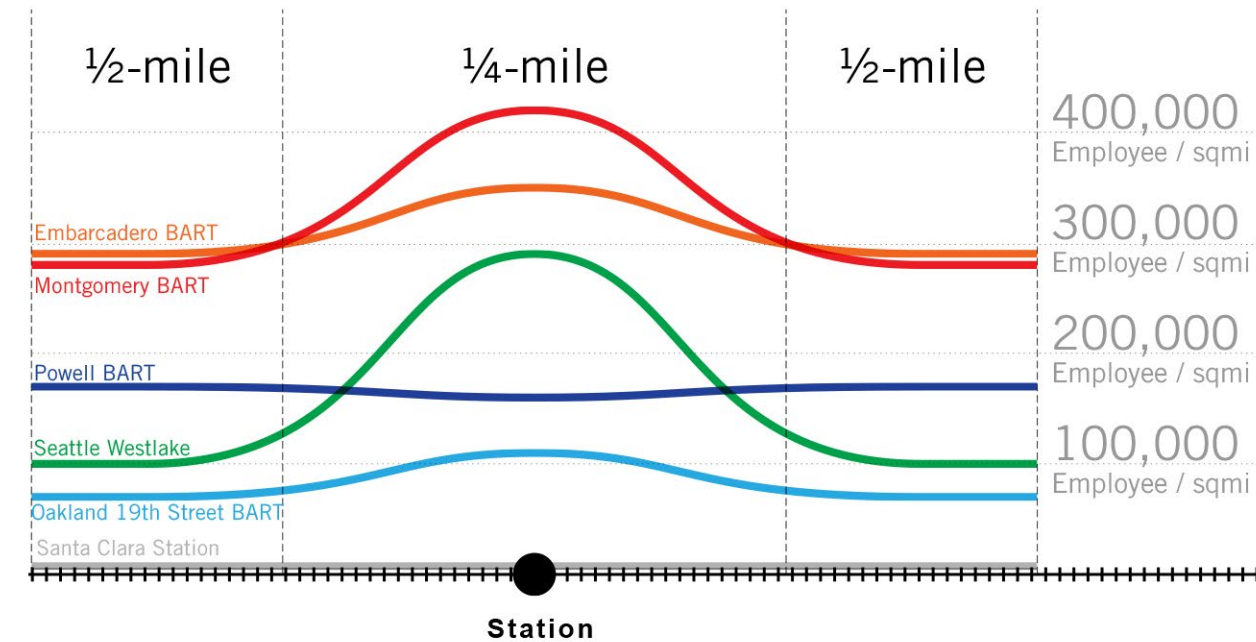
Phasing: Initiate within 3 years

Recommended Actions

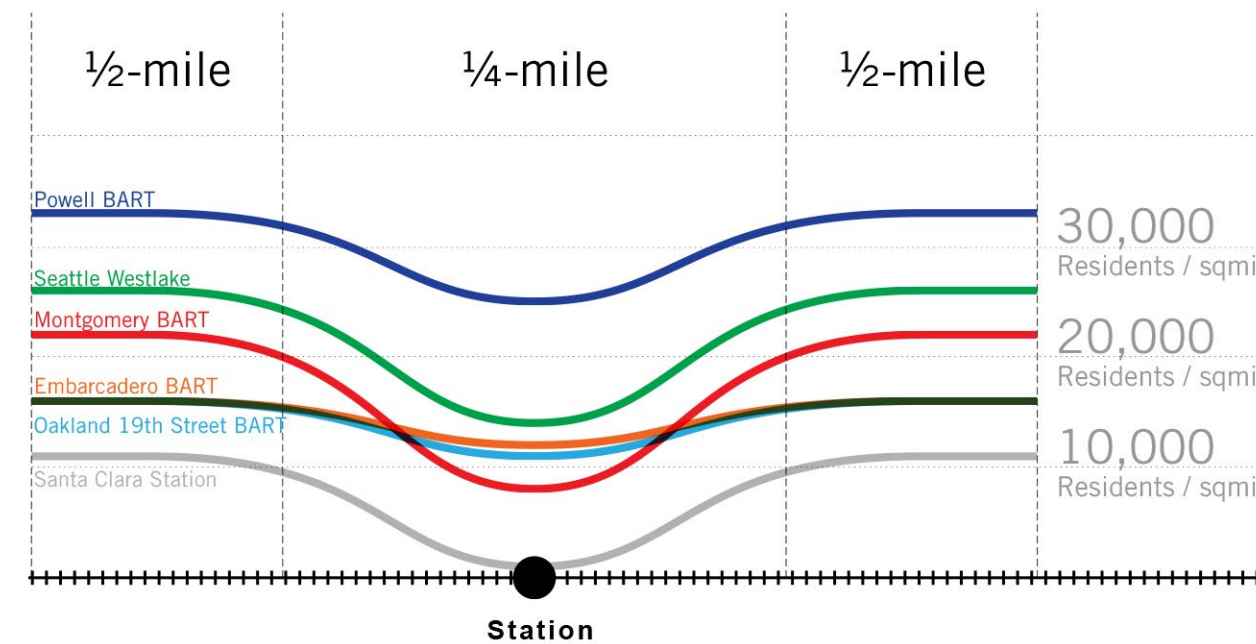
- Preserve key sites adjacent to the Station for high density development through ambitious minimum densities and adjust zoning to prioritize office development.

Context

Requiring employment density in the core of the station area will help maximize the market viability for future office development while also supporting BART ridership by creating the most direct trips possible for commuters. A comparative analysis of existing BART stations shows a substantial increase in employment population density within 1/4 mile of a station, where residential population density tends to be concentrated further away from the station.



Employment Density Comparative Analysis



Residential Density Comparative Analysis

Station	1/4 mile	1/2 mile
Santa Clara Station	4,000	4,000
Montgomery BART	418,000	283,000
Embarcadero BART	345,000	293,000
Seattle Westlake Station	286,000	97,000
Powell BART	157,000	172,000
Oakland 19th Street BART	110,000	68,000

2015 US Census American Community Survey 5-year Estimates: B01003 Total Population, B25001 Housing Units <http://factfinder2.census.gov> and 2016 Canada Census of population <http://www.statcan.gc.ca>

Station	1/4 mile	1/2 mile
Santa Clara Station	1,000	11,000
Montgomery BART	8,000	22,000
Embarcadero BART	12,000	16,000
Seattle Westlake Station	14,000	26,000
Powell BART	25,000	33,000
Oakland 19th Street BART	11,000	16,000

2015 US Census American Community Survey 5-year Estimates: B01003 Total Population, B25001 Housing Units <http://factfinder2.census.gov> and 2016 Canada Census of population <http://www.statcan.gc.ca>



Protect and Support Small Business and Enhance Commercial Nodes

KEY STRATEGIES CHECKLIST

- Ensure that new development provides appropriate space for small, locally owned businesses
- Implement incentives for retaining long-standing businesses as part of the El Camino Real and Downtown Santa Clara Precise Plan processes



Why is this 'Big Move' essential for Transit Oriented Communities?

Small businesses are an essential ingredient for any successful transit oriented community, and help to ensure a vibrant and human-scaled environment throughout the course of a day or week. Small businesses also create opportunities for a more unique mix of commercial uses that specifically cater to the needs and demographics of the surrounding community.

Strategies are intended to help retain and promote existing small businesses as the station area attracts new TOD over time; as part of a separate effort, VTA is developing strategies to mitigate the potential disruption and displacement of businesses that occur due to construction of the transit project itself. *See Appendix P for more details on strategies for retaining and promoting small businesses in the station areas.*

Easy Access to Everyday Needs ✓	Housing Choices for Everyone	Active Street Life ✓
Safe People Spaces	Local Business and Services ✓	Supports My Community ✓

The Santa Clara Station Area is supported by three distinct areas of commercial activity:

- The Immediate station area**, which already has buildings that provide flexibility to businesses for combining office and production/distribution functions on site. The station is in close proximity to the Norman Y. Mineta San José International Airport and has good highway access.
- Downtown Santa Clara**, which is a walkable existing commercial district with close proximity to Santa Clara University and high-income neighborhoods like the Old Quad.
- El Camino Real**, a highly visible and identifiable commercial corridor.

Note: The Santa Clara TOC vision respects and will complement the in progress Downtown and El Camino Real precise plans.



Map of Santa Clara Station Area three areas of commercial activity

Ensure that new development provides appropriate space for small, locally owned businesses

Phasing: Initiate within 12 months

Recommended Actions

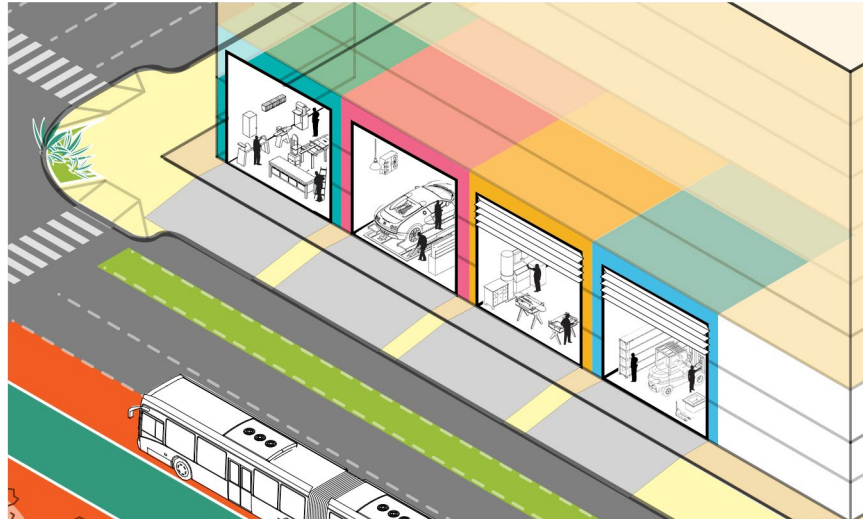
- Work with developers to provide a mix of retail shop sizes in mixed-use projects.
- Provide developers with design guidelines for ground floor retail space in mixed-use buildings.
- Consider the potential for production, distribution and repair (PDR) space in larger development projects.

Context

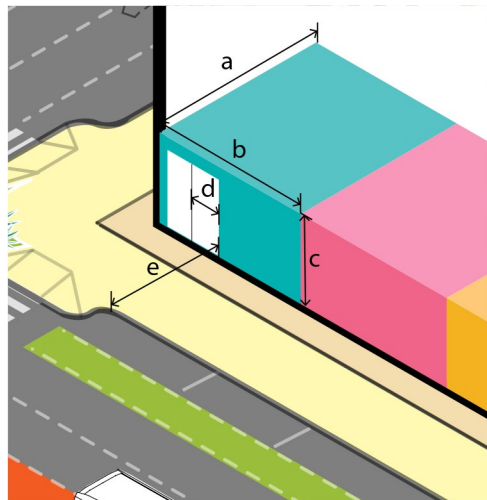
Ground floor retail space in mixed-use buildings should be well-designed for a variety of business uses. Guidelines for appropriate façade design, ceiling height, shop space depth, utilities, and other elements of building design can help ensure that new space is designed to support the success of a range of different commercial uses.

New development should also be encouraged to include a mix of smaller shop sizes that are affordable to small, local tenants (e.g., in the range of 1,000 to 1,500 square feet); and larger shop sizes that can accommodate national retailers and other “anchor” tenants (i.e., larger tenants that draw foot traffic to a business district).

Finally, the City should also consider the potential for including production, distribution and repair (PDR) space in larger development projects, particularly in the area north of Coleman Avenue that is envisioned to transition to higher-intensity employment uses.



The City should also consider the potential for including production, distribution and repair (PDR) space in larger development projects.



- a = depth
- b = frontage
- c = height
- d = glazing
- e = sidewalk width

Guidelines for appropriate façade design, ceiling height, shop space depth, utilities, and other elements of building design can help ensure that new space is designed to support the success of a range of different commercial uses.

Implement incentives for retaining long-standing businesses as part of Santa Clara Precise Plans

Phasing: Initiate within 3 years

Recommended Actions

- Consider a Community Benefit Overlay District as part of Precise Plans that would incentivize developers to reserve ground floor retail space for existing tenants in return for increased density.

Context

The City of Santa Clara is in the process of developing Precise Plans for Downtown Santa Clara and the El Camino Real corridor (from the city border at the west to the Caltrain tracks at the east).

Preliminary recommendations for the El Camino Real Precise Plan include adopting a Community Benefit Overlay District that would incentivize developers to reserve ground-floor retail space for existing tenants, in exchange for increased development densities. As part of the Downtown Precise Plan, the City should consider whether a similar policy would be appropriate to help retain long-standing businesses as the Downtown attracts new development over time.



Protect and Produce Workforce and Affordable Housing throughout the Station Area

KEY STRATEGIES CHECKLIST

- Pursue new partnerships and funding for affordable housing production
- Leverage VTA properties and other public land for affordable housing production
- Strengthen existing tenant protections
- Make it easier for low income tenants to access affordable housing
- Strengthen existing affordable housing preservation policies
- Increase local funding for deed-restricted affordable housing production
- Encourage the development of ADUs



Photo Credit: Sergio Ruiz for SPUR

Why is this 'Big Move' essential for Transit Oriented Communities?

Building affordable housing near the future BART station has the potential to help reduce housing and transportation costs for very low-to moderate-income households. The City and VTA have set ambitious goals for affordable housing development. Meeting these goals will require prioritizing affordable housing construction in the station area and leveraging new funding sources. Preserving existing affordable housing and protecting current tenants and homeowners from displacement will help ensure that existing (as well as new) residents benefit from expanded transit access.

Appendix M provides more information on the strategies recommended in this section.

Easy Access to Everyday Needs ✓	Housing Choices for Everyone ✓	Active Street Life ✓
Safe People Spaces	Local Business and Services	Supports My Community ✓

Santa Clara Station Area Housing

By the numbers:

1,614
Number of existing housing units based on US Census ACS 2012-2016 5-year estimates

8,626
Net new housing units that the station area can accommodate



1,294
Net new affordable units to meet the City's goal of 15 percent affordability for new construction

\$223m

The total amount of local funding required to meet the City's housing goal

Framework: Protect, Preserve, Produce

In order to mitigate the risk of household displacement and to maximize the potential benefits of new transit for lower income households, it is critical that supportive strategies be put into place that address the following three principles:

- Protect tenants and homeowners that currently live in the station area and surrounding neighborhoods.
- Preserve the affordability of existing housing in the station area and surrounding neighborhoods.
- Produce new affordable housing units to expand the availability of housing for lower income households in the station area.

Definition of Affordable and Workforce Housing:

For the purposes of the TOC Strategy, housing is defined as “affordable” if a household spends 30 percent or less of its gross income on housing costs.

By this definition, affordable housing includes regulated units that have limits on the maximum rents or sales prices (also called deed-restricted units), as well as unregulated units that have no restrictions on rents or sales prices but are relatively low cost. Deed-restricted affordable housing can be restricted to one of several income categories: extremely low-income, or households earning 30 percent of area median income (AMI) and below; very low-income households earning 31 to 50 percent of AMI; low-income households earning 51 to 80 percent AMI; or moderate-income households earning 81 to 120 percent of AMI. “Workforce” housing typically refers to housing that is affordable to moderate income households.



Foundry Commons, San José

Photo Credit: Sergio Ruiz for SPUR

■ Pursue new partnerships and funding for affordable housing production

Phasing: Initiate within 12 months

Recommended Actions

- Following Governor Brown's 2017 housing package, pursue new state funding sources for affordable housing and TOD administered by the Department of Housing and Community Development (HCD).
- Explore a partnership with Santa Clara University to procure moderate income workforce housing targeted at University staff.
- Monitor new private funding sources to help fill the funding gap.

Context

Federal, state and private funding sources are required to fund affordable housing. In the last two years, new state funding sources and private philanthropic opportunities have emerged. Other local partnerships may also be possible.

Case Study: Affordable Housing for Sustainable Communities (AHSC)

The City of Oakland in partnership with the Resources for Community Development received a \$14 million AHSC award to help fund 59 affordable units, and segments of the planned International Blvd. Bus Rapid Transit and East Bay Greenways projects.



Source: Resources for Community Development

■ Leverage VTA properties and other public land for affordable housing production

Phasing: Initiate within 12 months

Recommended Actions

- Identify opportunities to offer VTA-owned land and other publicly owned sites at a discounted rate for affordable housing development.

Context

Publicly-owned sites represent a unique opportunity to facilitate the production of affordable housing. Reserving public land for this purpose helps affordable housing developers acquire sites in desirable locations, which is especially important given rising land costs and mounting competition with market-rate developers for site acquisition in prime locations near transit. In addition, offering publicly-owned land at a below-market rate helps reduce development costs, and can increase a project's competitiveness for grants and tax credit programs.

■ Strengthen existing affordable housing preservation policies

Phasing: Initiate within 12 months

Recommended Actions

- Continue to track deed-restricted units at risk of being converted to market-rate housing, and work with public and non-profit housing developers to preserve them.
- Explore partnerships with funders and affordable housing developers for the acquisition and rehabilitation of naturally occurring affordable housing (NOAH). NOAH are privately-owned, non-subsidized multi-family properties that are rented at rates that are currently affordable to lower- and moderate income households.

Context

The City of Santa Clara currently tracks expiring deed-restricted units and works with public and non-profit housing developers to preserve assisted multi-family housing units at-risk of being converted to market-rate housing. This program will be important to maintain for the station area. However, the City of Santa Clara does not currently have any formal policy related to NOAH properties. The acquisition and rehabilitation of NOAH properties can be an effective and relatively low-cost strategy for preserving affordability in a neighborhood, especially in the case of larger multi-family buildings (e.g. usually 20 units or more). The City could take a leadership role in identifying eligible, high-priority NOAH properties in the station area, and work with established affordable housing developers and funders to identify a dedicated funding or financing source.

Strengthen existing tenant protections

Phasing: Initiate within 12 months

Recommended Actions

- Improve protections for tenants of deed-restricted affordable housing.
- Implement tenant protections in the case of conversions of deed-restricted to market-rate housing.
- Expand and strengthen the City’s existing tenant services and protections.

Context

The City of Santa Clara has a handful of tenant protection programs in place, including: the Community Ownership Conversion Tenant Protections, which provides benefits to renters living in apartment units that are converted to condominiums; landlord-tenant dispute resolution services, provided by Project Sentinel; and some limited tenant-based rental assistance. Providing legal services at free or reduced charges to households facing evictions can significantly help prevent evictions, and temporary emergency rent assistance to low-income households that are facing eviction or homelessness can help prevent evictions stemming from non-payment of rent.

Although the City of Santa Clara has a policy to preserve expiring deed-restricted units, tenant protections should be mandatory if the conversion cannot be avoided. Right-of-first-refusal or relocation assistance for current tenants could be implemented as minimum requirements for projects receiving City funding.

Make it easier for low-income tenants to access affordable housing in the station area

Phasing: Initiate within 12 months

Recommended Actions

- Implement a source of income ordinance. A source of income ordinance would prohibit discrimination based on source of income, including tenant subsidies such as Housing Choice Vouchers.

Context

Discrimination against recipients of federal Housing Choice Vouchers (HCV, more commonly known as Section 8 vouchers), is prevalent in Santa Clara County. As a result, voucher recipients are often unable to find a suitable private rental apartment and may lose their voucher due to expiration rules. A source of income ordinance would prohibit discrimination based on source of income, including tenant subsidies such as HCVs. The Santa Clara County Board of Supervisors recently adopted an ordinance of this kind, which applies to the County’s unincorporated areas.

Increase local funding for deed-restricted affordable housing production

Phasing: Initiate within 12 months

Recommended Actions

- Explore dedicating a portion of potential future tax increment financing (TIF) district revenues to affordable housing.

Context

Local funding is an essential component of affordable housing funding, as it represents the missing gap needed to make projects work beyond what can be more easily obtained from federal and state sources, tax credits, and permanent financing. The estimated local funding gap needed to meet the City of Santa Clara’s affordability target is approximately \$223 million. New resources will be needed to fill this gap.

What is a TIF District?

Tax increment financing (TIF) is a mechanism that captures incremental increases in tax revenues generated in a specific district, in order to pay for improvements in that district. TIF districts, such as Enhanced Infrastructure Financing Districts (EIFDs), are being considered as part of VTA’s BART Phase II TOC Strategy. If a TIF district is being implemented in the station area, the City of Santa Clara should explore the appropriate share of revenues to set aside for affordable housing.

For more information and examples of TIF districts, see page 64

Encourage the development of accessory dwelling units (ADU)

Phasing: Initiate within 12 months

Recommended Actions

- Kickstart ADU development by streamlining the permitting process and providing additional financing options. This includes lowering fees, reducing parking requirements, streamlining ADU approvals, developing partnerships with the City's own loan program on their new loan program, or developing the City's own loan program.
- Explore policies to keep ADUs accessible to low- and moderate- income households. This could include incentives to homeowners that chose to rent their ADU to lower-income households.

Context

The City of Santa Clara's existing policies regarding ADUs should be amended to facilitate the production of affordable units. In addition to reducing zoning and financing barriers, the City of Santa Clara should also consider policies aimed at keeping ADUs accessible to lower income households.

Case Study: City of Santa Cruz

The City of Santa Cruz provides fee waivers (and, in past years, low-interest loans) for homeowners who agree to rent their second units only to low- or very low-income households. Funding for the program is provided by a Sustainable Communities Grant from the California Pollution Control Financing Authority.



Images Source: Santa Cruz County Planning Department

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Assist in Strengthening the Community Identity

KEY STRATEGIES CHECKLIST

- Establish maximum block size and open space requirements for large parcels
- Enhance the pedestrian, bicycles and transit connections between the Station, Downtown and other commercial nodes
- Limit ground floor retail in the station area to targeted locations
- Define the station area's distinct character
- Intentional branding, design, programming for each node



Photo Credit: Sergio Ruiz for SPUR

Why is this 'Big Move' essential for Transit Oriented Communities

Designing places for people is critical for a Good Transit Oriented Community. Streets, plazas and parks should be places that are welcoming for people of all ages and abilities. By creating a more compact, urban street grid, a more intentional street network, and more dynamic public spaces, the City is enhancing the unique cultural and civic heritage that already exists in Santa Clara. TOCs create places where the members of the community want to live, work, shop, and play.

Easy Access to Everyday Needs	Housing Choices for Everyone	Active Street Life ✓
Safe People Spaces ✓	Local Business and Services ✓	Supports My Community ✓

Opportunities

Support existing local businesses and incubate micro enterprises such as food carts.

Provide safer pedestrian crossings and higher quality bicycle facilities to make walking and biking more comfortable for all users.

Enhance placemaking and the design of the public realm.

Commission local organizations, artists and citizens to customize their neighborhoods in a way that reflects civic and cultural heritage.

Look at other mobility initiatives such as a motorized trolley which would help with residents aging in place.

Promote Franklin Street as an art corridor, with stronger connections to Downtown.

Challenges

Existing pedestrian under crossing below the railroad tracks is perceived as a safety issue.

El Camino Real, Coleman Avenue, and the Caltrain Rail Corridor are still major barriers to non-auto mobility.

Establish maximum block size and minimum open space requirements for large parcels

Phasing: Initiate within 12 months

Recommended Actions

- Extend the existing street grid; when blocks exceed 300' x 300' in size, add a public street or a paseo to subdivide the block and provide additional pedestrian connectivity.

Context

A compact grid pattern must be small enough to create frequent intersections and help establish a network of public streets that provide convenient, safe routes for pedestrians, bikes and cars. A well-developed network of streets establishes a valuable community asset that will provide the inhabitants of Santa Clara Area Station with a high degree of access and connectivity. The Old Quad street pattern is a good precedent. The neighborhood's typical block face is approximately 370' long.

Enhance the pedestrian, bicycle and transit connections between the Station, Downtown and other commercial nodes

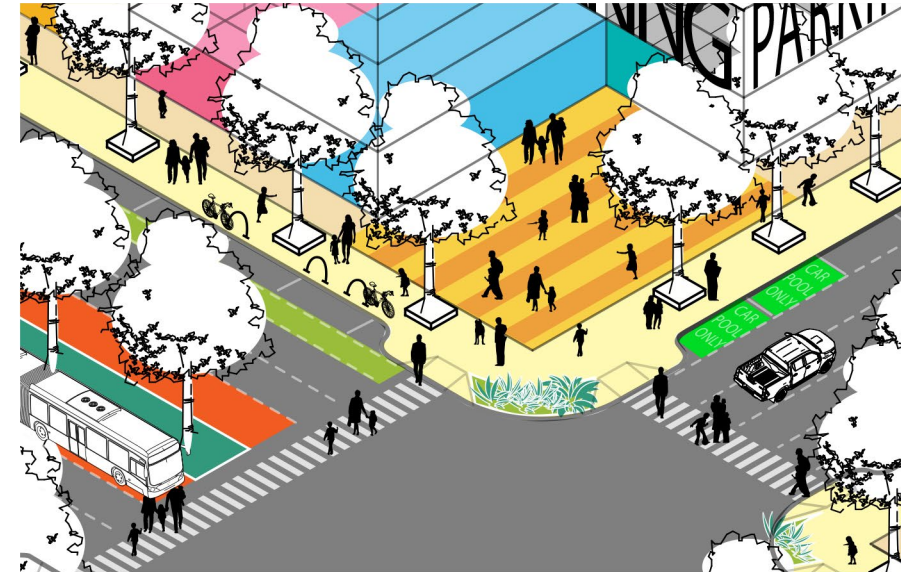
Phasing: Initiate within 12 months

Recommended Actions

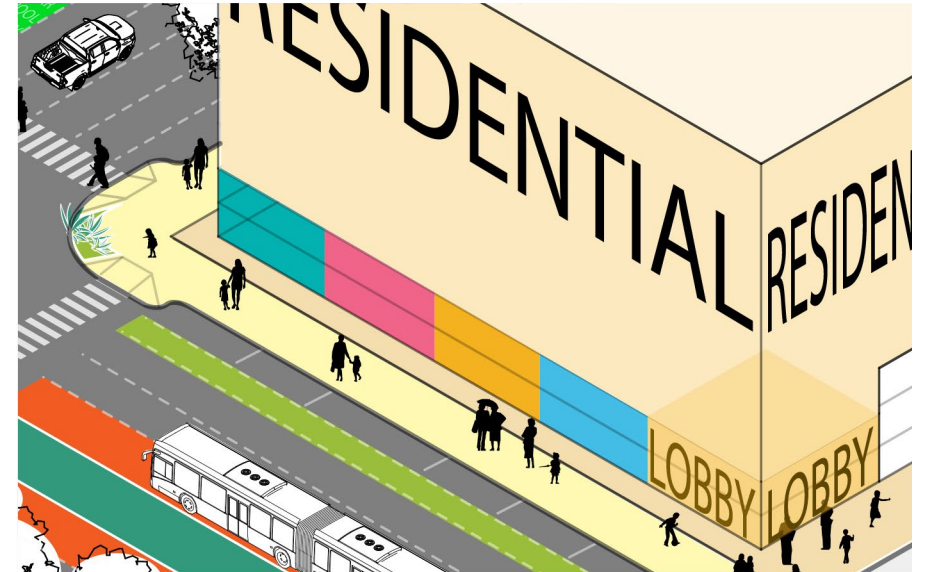
- Prioritize creating an attractive, walkable connection between the station and Downtown to encourage shoppers, residents and workers to access Downtown Santa Clara by transit.

Context

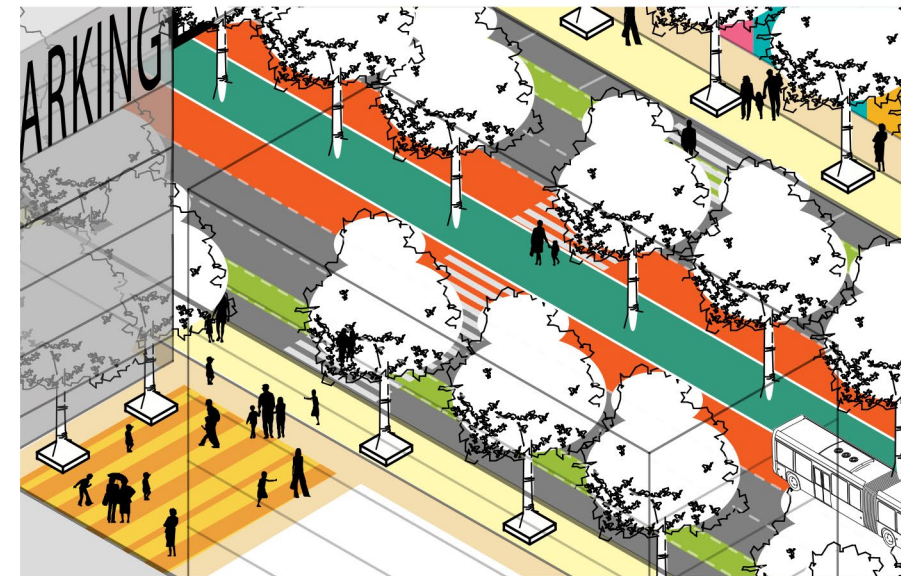
Local stakeholders have identified a need for improved pedestrian and transit connections between the Santa Clara transit station to major destinations such as Santa Clara University and Historic Downtown Santa Clara. The City should prioritize reconfiguring the current auto-centric boulevards to create attractive, walkable connections to encourage shoppers, residents and workers to access the Santa Clara Station Area by transit.



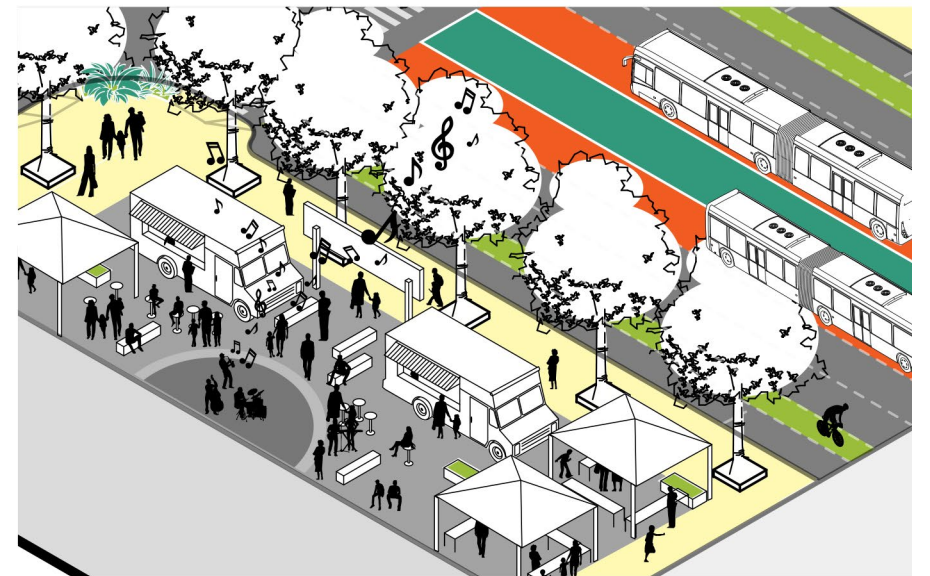
Safely connect people to different activity centers and the BART station entrance.



Concentrate retail uses along major streets and nodes that are compatible with pedestrian activity and targeted growth.



Traffic calming strategies in Santa Clara Station will allow prioritization of pedestrians, bike and transit corridors.



Convert underutilized parking lot on weekends into a community farmer's market and plaza space.

Limit ground floor retail requirements in the station area to targeted locations

Phasing: Initiate within 3 years

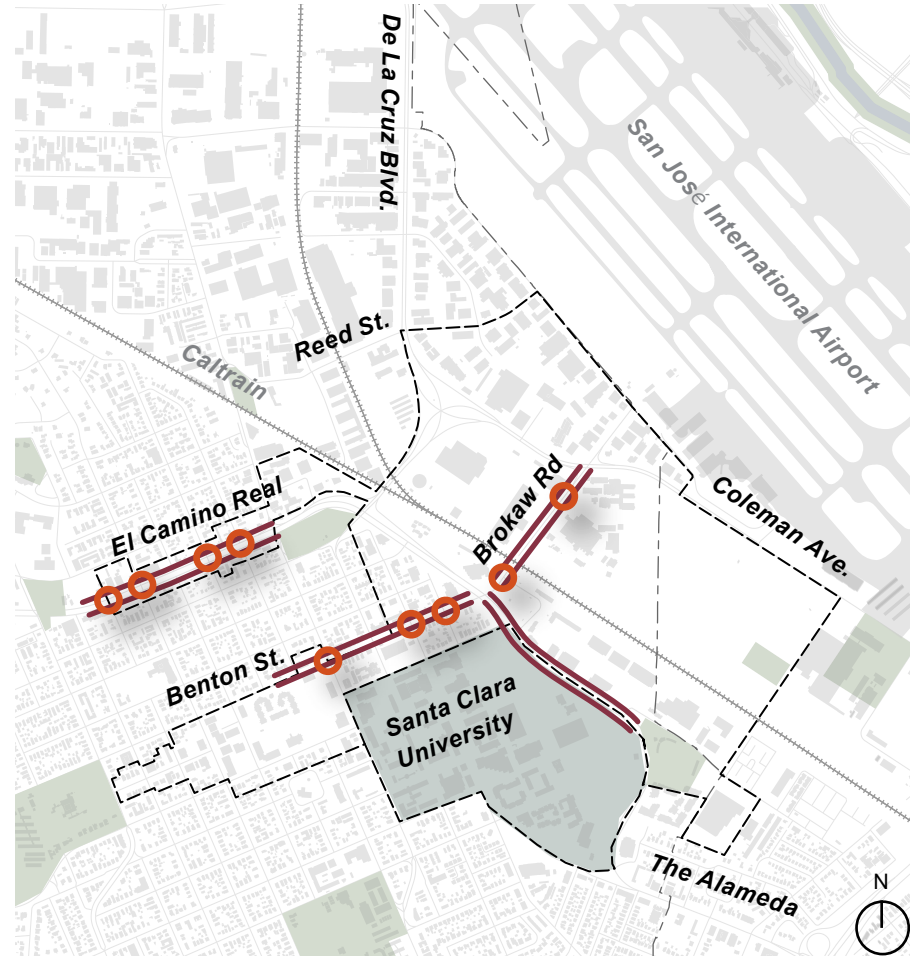
Recommended Actions

- The City of Santa Clara should focus on creating distinct retail destinations at targeted locations throughout the station area.
- Permit other active ground floor uses such as maker spaces and professional services.

Context

Despite significant growth in projected retail demand, future retail supply will grow slowly, due in part, to changing industry trends. Given this limited future demand, in the short-term, retail activities should be focused in locations that best match the retail industry's location criteria focusing on key intersections.

Note: The Downtown Precise Plan is analyzing the placement and size of ground floor retail.



Map of Santa Clara Station Area targeted retail intersections and active ground floors

Legend

- Retail Required Zoning Applies
- ▬▬ Primary Active Use/Transparency Zone

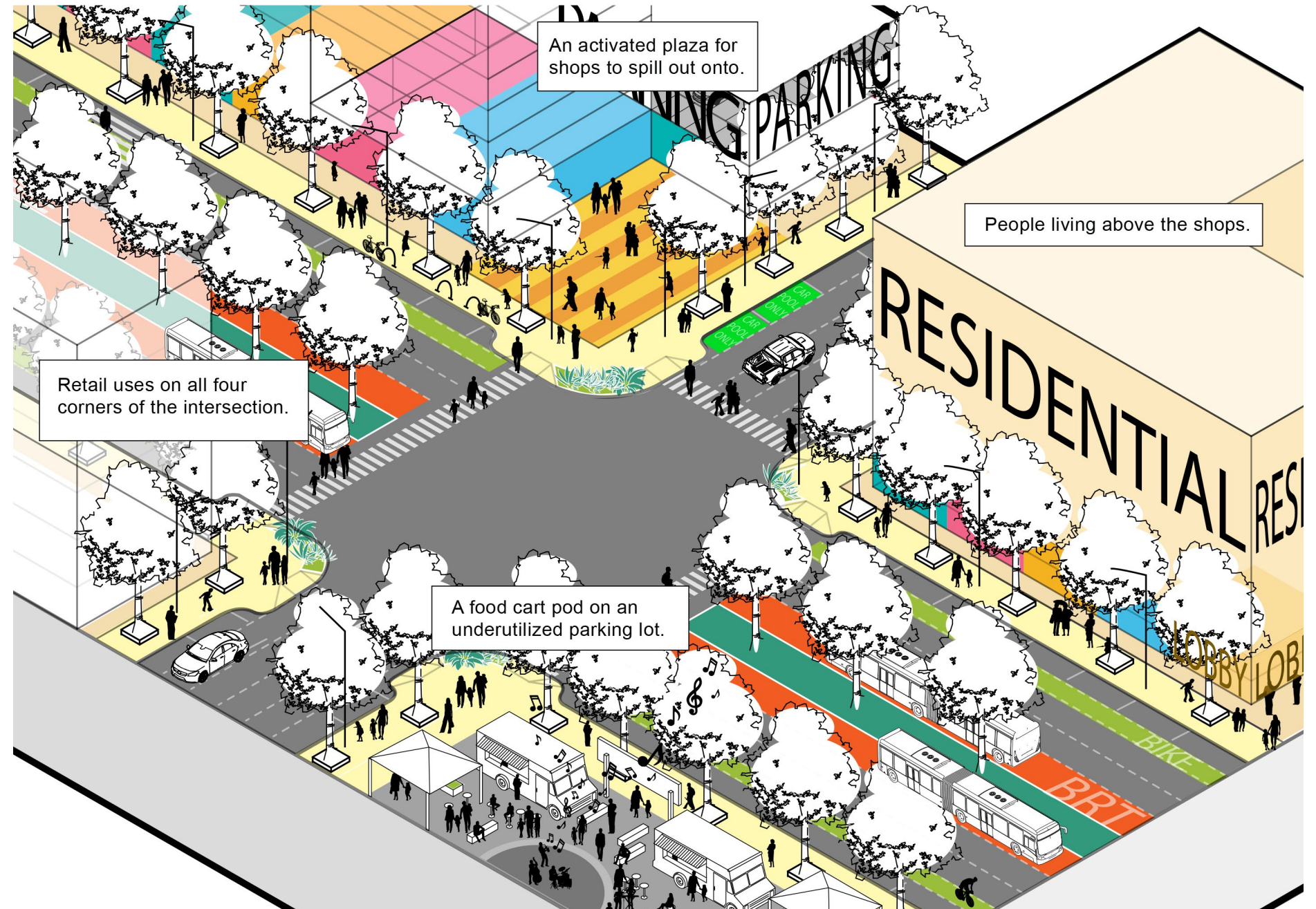


Diagram of a distinct retail destination

Define the station area's distinct character

Phasing: Initiate within 5 years

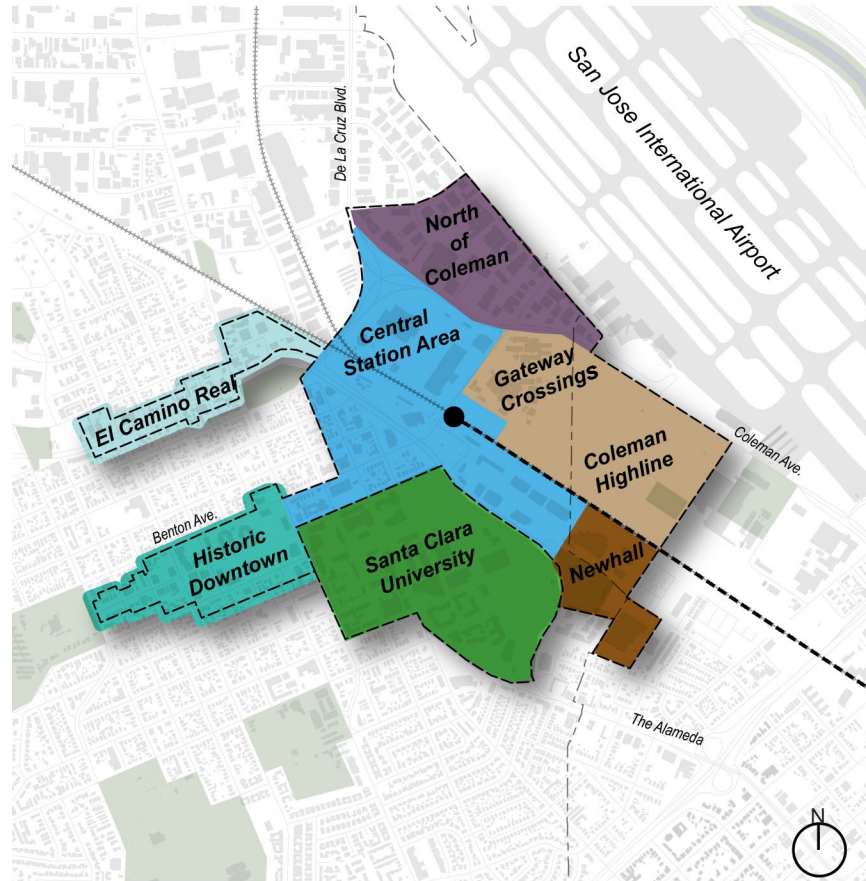
Recommended Actions

- Use zoning and design criteria to strengthen the overall station area identity while maintaining the existing unique cultures.

Context

The Santa Clara Station Area is supported by several distinct areas with unique urban qualities:

- The Central Station Area is defined by the historic Santa Clara Station and many municipal anchors.
- The Santa Clara University campus is defined by mission style architecture and palm trees.
- The North of Coleman Avenue area is defined by its lower density industrial character.
- Gateway Crossings and Coleman Highline is forming an emerging commercial mixed-use hub.
- Historic Downtown is a mixture of lower density commercial and historic single family homes.
- Newhall is defined by more suburban lower density single and multi-family housing with pockets of commercial.
- El Camino Real is defined by a wide, active commercial corridor with a variety of different uses and attractions along it.



Map of Santa Clara Station Area distinct urban areas

Legend

- Central Station Area
- Santa Clara University
- North of Coleman Avenue
- Gateway Crossings, Coleman Highline
- Historic Downtown
- El Camino Real
- Newhall

Intentional branding, design, programming for each unique node

Phasing: Initiate within 5 years

Recommended Actions

- The City and its partners should create a clear and coherent identity for each of the areas identified in the Santa Clara Station Area Plan. Cities that have adopted branding and environmental design strategies find they help support business and tourism, encourages alternative means of transportation and heightens a sense of place.



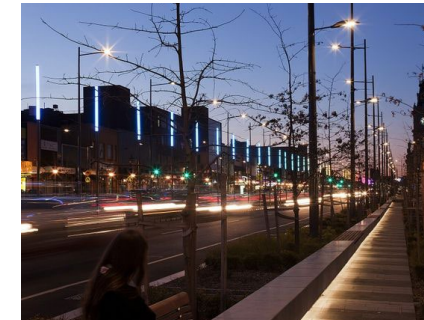
Credit: Shimazu Environmental Graphic

Update environmental design guidelines for signage, banners and information kiosks that accentuates unique qualities of each node while keeping certain elements consistent.



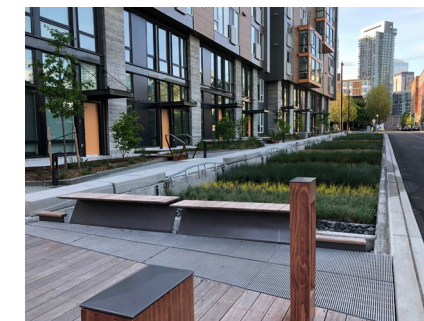
Credit: Storefront Magazine

Commission local artists to paint murals and create public sculptures.



Credit: Electrolight

Implement standards for vehicle and pedestrian lighting. Integrate architectural lighting that highlights building features at night.



Credit: Perkins and Will

Install street furniture such as benches, water fountains, trash and recycling receptacles which should have a consistent aesthetic.



Credit: SPUR

Make sure station area branding and design are in sync with BART user experience design guidelines.



Credit: Tony Caro Architecture

Update streetscapes with unique paving patterns, materials, and use of color.



Credit: CMG Landscape

Provide well designed, secure bike parking and covered bus stops to help shield from weather and noise.



Credit: Jonnu Singleton

Adopt street tree and vegetation guidelines that correspond with complete streets design guidelines.



Unlock the Value of Mobility for All Stakeholders

KEY STRATEGIES CHECKLIST

- Right-size parking requirements for residential, office, and retail development
- Encourage use of sustainable modes through Transportation Demand Management (TDM) Strategies
- Adopt a Shared Mobility District that manages transportation and parking to provide access throughout the station area
- Adopt street hierarchy typologies in the station area
- Create a tailored approach to streetscape improvements and transit connections



Photo Credit: Sergio Ruiz for SPUR

Why is this 'Big Move' essential for Transit Oriented Communities

While additional development density has the potential to increase ridership, transit ridership is not based on development density alone; oversupplying parking can reduce the value of the transit investment. By setting a maximum parking requirement instead of a minimum requirement, the cities of Santa Clara and San José can provide context-sensitive and evidence-based guidance to developers that frames parking as one component of the transportation network. Right-sizing parking reduces project costs and increases the amount of land available for the best part of TOC's: housing, jobs, shops, and play space.

Easy Access to Everyday Needs ✓	Housing Choices for Everyone	Active Street Life ✓
Safe People Spaces ✓	Local Business and Services ✓	Supports My Community ✓

Santa Clara Station Area Parking

By the numbers:



Right-size parking for residential, office, and retail development

Phasing: Initiate within 12 months

Recommended Actions

- Eliminate parking minimums for all new development.
- Cap parking ratios at the following maximums for all new development:

Station	Category	Multi-Family Residential	Office	Ground-Floor Retail
Santa Clara	Existing Standards	1 to 2 spaces per dwelling unit minimum (depending on zoning)	1 space per 300 square feet of gross floor area minimum	1 space per 200 square feet of gross floor area minimum
	Comparable Standards	No parking required (San Diego, CA)	1 space per 1,000 square feet minimum (Arlington, VA)	1 space per 1,000 square feet minimum (Arlington, VA)
	Recommended Standards	0.8 spaces per unit maximum; additional reductions for affordable and senior housing (on a case by case basis per combined development program)	1 space per 530 to 1,000 square feet of gross floor area maximum (depending on TDM plan)	No parking allowed

Context

By setting a maximum parking requirement instead of a minimum requirement, cities can provide context-sensitive and evidence-based guidance to developers that frames parking as one component of the transportation network.

The recommended maximum parking ratio of 0.8 spaces per residential unit would exceed the observed parking demand of residential developments located within a half-mile of similar types of BART stations.

Case Study: City of San Diego, CA

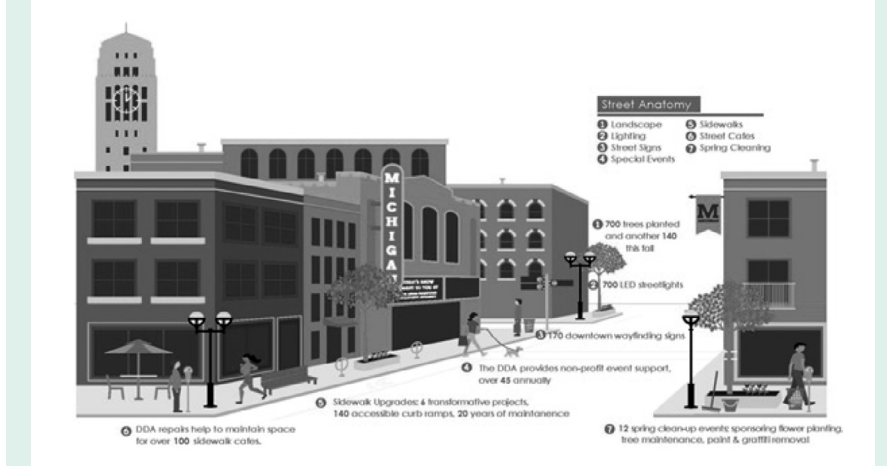


Photo credit: Nathan Rupert, obtained via Flickr

The City of San Diego found that 89% of 41 multi-family apartment sites located in within a half-mile of a major transit stop had lower demand than the prevailing requirement ratio. Following the study, the City Council successfully voted in March 2019 to remove minimum parking requirements for multi-family residential uses in downtown San Diego and areas within a half-mile of a major transit stop.

Source: Natural Resource Defense Fund

Case Study: City of Ann Arbor, MI



The Ann Arbor Downtown Development Authority (DDA) helped redefine the role of a public parking authority by recognizing the value of reducing parking demand, not only through efficient shared-parking management but also by directing parking revenues to fund non-driving mobility improvements and TDM programs, including:

Transit Expansions – Free circulator buses, commuter express bus service to outlying communities.

Pedestrian Enhancements – Continual streetscape improvements, walking maps, wayfinding programs, etc.

Bicycle Amenities – 1,000+ bike parking spaces provided, including bike lockers, sheltered bike houses, and in-street corrals across downtown.

Safer Streets – Multiple street redesign and traffic calming projects, including development of the Downtown Street Design Manual.

Demand Reduction Programs – Several programs maintained by the DDA-funded getDowntown organization, including the go!pass, an unlimited-pass transit benefit.

Source: Ann Arbor's Existing Mobility Resource's, Parking and TDM Study, Ann Arbor DDA, 2016.

Encourage use of sustainable modes through Transportation Demand Management (TDM) strategies

Phasing: Initiate within 12 months

TDM Programs



Subsidized Transit Pass and Bikeshare Membership

Provide contributions or incentives towards the equivalent cost of a transit pass and bikeshare membership for employees and/or residents.



Carpool / Vanpool Matching

Facilitate carpooling and vanpooling by matching potential riders.



Commuter Benefits Program

Employers with at least 50 employees required to enact 1) allowed pre-tax transit/vanpool expenses, 2) subsidies to employees to use transit/vanpool, 3) directly-provided transit services, or 4) an alternative benefit approved by Metropolitan Transportation Commission.



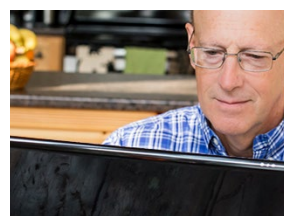
Guaranteed Ride Home

Offer non-single occupancy commuters with free rides home in event of an emergency.



Enhanced Walking Conditions

Providing streetscape improvements and a connected pedestrian access network that internally links areas of a project site to encourage people to walk (including walk to transit) instead of drive.



Flexible Work Arrangement Programs

Provide work from home (aka telecommuting) and flexible schedule options.



Carpool and Vanpool Preferential Parking

Designate the most desirable parking spaces for employees who carpool or vanpool.



End-Of-Trip Bicycle Facilities

Provide secure storage for bikes, along with showers, lockers and changing rooms.

What is Transportation Demand Management (TDM)?

Transportation Demand Management (TDM) are programs and policies that encourage people to use all elements of the transportation system, resulting in balanced demand across the system and less demand for driving and parking. Developers will be expected to provide the following TDM programs to residents and employees within the station area to support Santa Clara Station Area as an equitable TOC.



Unbundled Parking

Parking costs are detached from residential rents or commercial leases. Residents and employees would have to pay separately for parking space access.



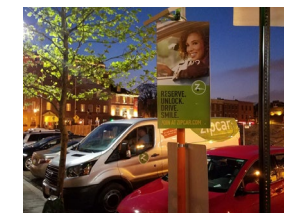
Car Share Vehicles

Designated parking for car share vehicles (accessible 24/7).



Cash-Out Parking

Where free parking is provided, give employees the option to receive the cash value of free parking in lieu of a parking space.



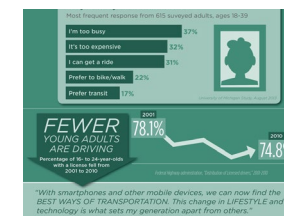
Car Share Memberships

Subsidized car share membership fees for development residents, tenants and employees.



Price Parking

Charge for parking. This may include explicitly charging employees for parking, implementing market or dynamic rate pricing and validating for invited guests only.



TDM Marketing

Provide employees, residents, and/or guests with information on available travel options.

Adopt a Shared Mobility District that manages transportation and parking to provide access throughout the station area

Phasing: Initiate within 3 years

Recommended Actions

- All off-street parking supply in the station areas is recommended to be shared and/or centralized. District wide parking will be managed by a Shared Mobility District.
- Encourage or require multiple landowners to enter into shared parking agreements, or parking to be provided for the whole district, which uses parking more efficiently and requires less space dedicated to parking.

Context

City of Santa Clara policies and codes can encourage parking to be provided and managed as an open, shared, public resource, resulting in more efficient use, and reuse, of parking spaces across shifting demand patterns.

The Santa Clara Department of Traffic should take the lead on managing this endeavor with representation from City of San José Department of Transportation, VTA, and BART to account for the bi-jurisdictional nature of this station area.

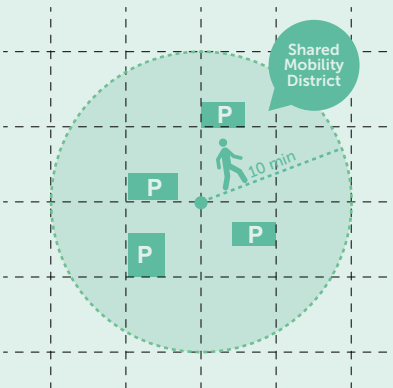
What is a Shared Mobility District (SMD)?

A Shared Mobility District is an entity that helps to manage parking resources and facilitate non-auto forms of transportation to reduce parking demand within a district. SMDs would be charged with identifying and facilitating opportunities to more efficiently use existing parking spaces, negotiating with private owners of existing parking facilities, building and managing new parking facilities as needed, and implementing wayfinding, signage, and other improvements to encourage visitors to park once and walk to destinations within the station area.

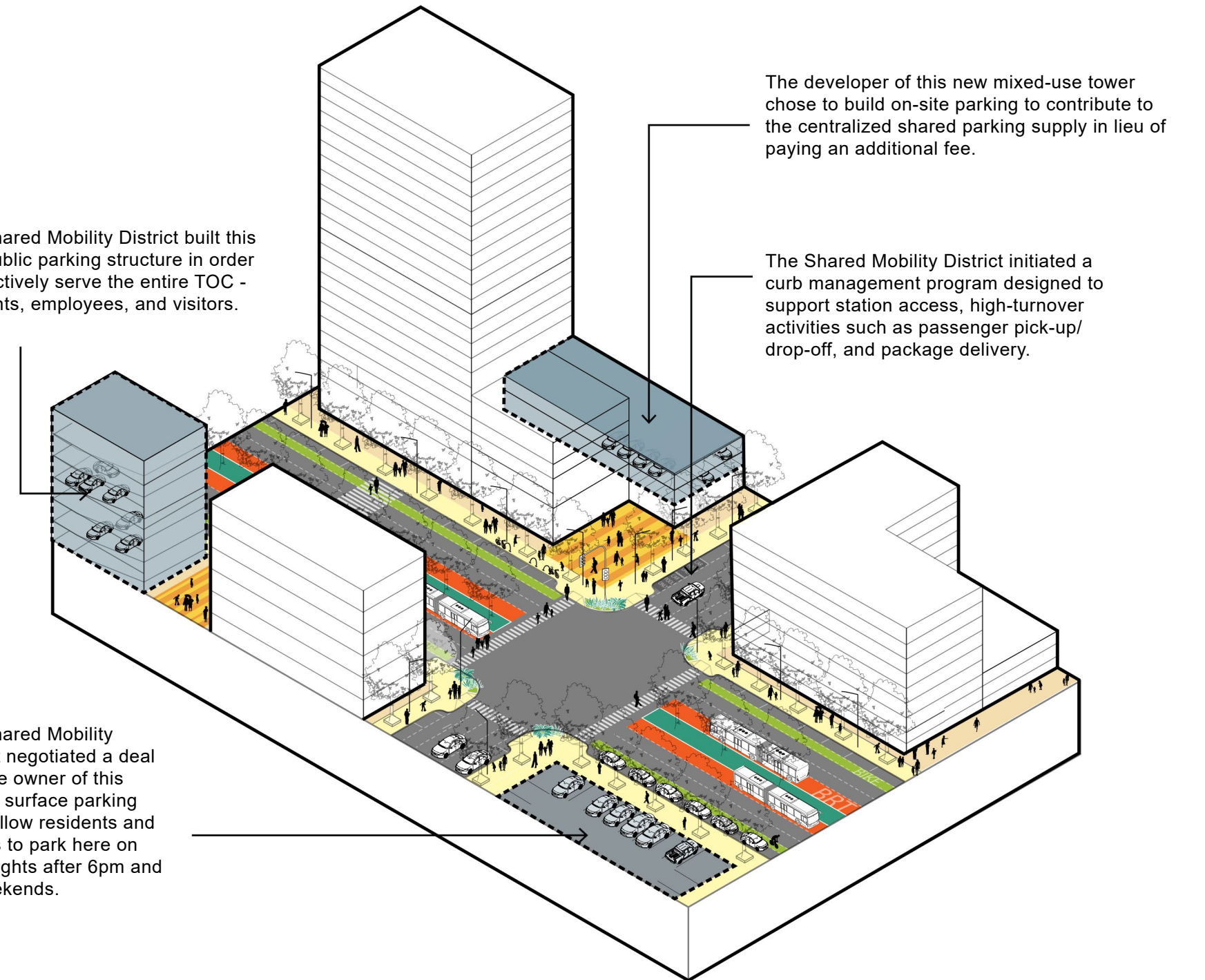
A SMD would be established and supported via contributions to a shared parking fund which would be used to build, operate, and maintain its parking assets. The parking supply developed in the districts are meant to meet all the district's needs. Just like transit and roads are shared by everyone, a shared parking supply is meant to meet the needs of the entire SMD.

Depending on their options and means, residents will include people who do not have a car, use a car occasionally, and need a car for commuting. Note that residential parking is shared among residential tenants and their guests only, not with commercial/office supplies. Commercial tenant/lessees will ensure access to employees via daily permits, and to visitors via hourly public parking and validation programs.

Go to Appendix K for additional case studies.



The Shared Mobility District built this new public parking structure in order to effectively serve the entire TOC - residents, employees, and visitors.



The Shared Mobility District negotiated a deal with the owner of this private surface parking lot to allow residents and visitors to park here on weeknights after 6pm and on weekends.

Diagram of a Shared Mobility District

Adopt street hierarchy typology for the station area

Phasing: Initiate within 3 years

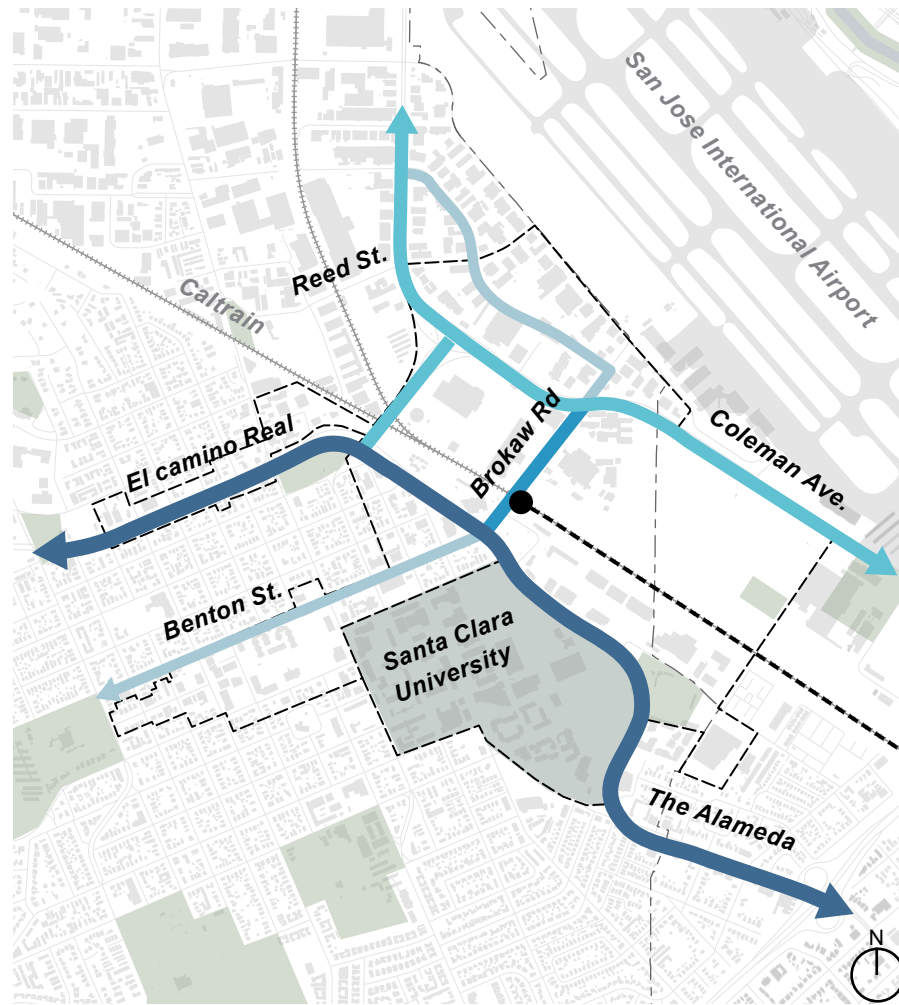
Recommended Actions

- Create Santa Clara TOC specific street classifications to help design streets for people.

Context

To access the station from nearby Santa Clara University, Downtown Santa Clara, and other residential/commercial uses, pedestrians must cross busy, wide roads like El Camino Real and Coleman Avenue and use narrow sidewalks that are not separated from high-speed traffic. Bicyclists in the station area are provided with few low-stress, dedicated facilities, compelling them to either ride in mixed traffic alongside high auto speeds, or to use the sidewalk, where they conflict with pedestrians. Lastly, transit users must contend with their buses being delayed by auto congestion and facing difficulty reentering traffic after a stop.

The TOC street classifications will help design streets for people: pedestrian-oriented streets with slower traffic, and wider sidewalks at signalized intersections. This will help safely connect people to different activity centers and to the BART station.



Map of Santa Clara Station Area street hierarchy

Legend



Note: The street classification labels are derived from the San José Complete Streets Design Guidelines.

Create a tailored approach to streetscape improvements and transit connections

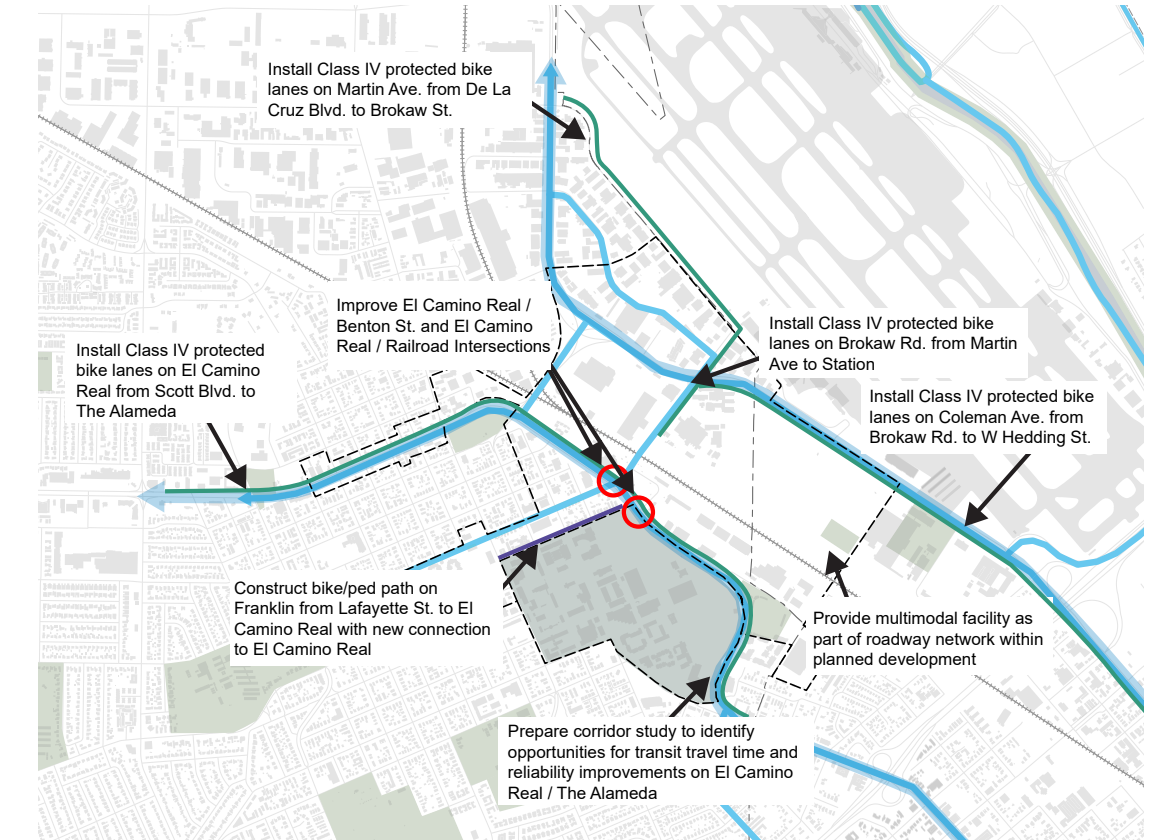
Phasing: Initiate within 12 months

Recommended Actions

- Install protected bike lanes and widen sidewalks on station access routes.
- Improve curb ramps to current ADA standards.
- Construct bulb-outs and install high-visibility crosswalks within 1/4 mile walkshed.
- Improve bicycle and pedestrian conditions at key intersections adjacent to the station.
- Install wayfinding signage along station access routes.

Context

Due to the existing auto-centric nature of the Santa Clara Station Area, there are few constraints to automobile circulation. However, mobility using space-efficient, more sustainable modes such as walking, biking and transit, is more constrained due to gaps in those facilities or a lower level of comfort associated with conflicts with automobiles. These conflicts result from the large portion of the public right-of-way dedicated primarily to the movement or storage of private automobiles, with only a small portion exclusively set aside for travel by foot, bicycle, or transit.



Map of Santa Clara Station Area Street Improvements

Legend





Prioritize Funding and Implementation

KEY STRATEGIES CHECKLIST

- Create dedicated staff positions within the Cities of Santa Clara and San José to lead TOC implementation
- Establish a framework for ongoing collaboration between Cities of San José and City of Santa Clara, and VTA
- Work together to identify grants and other upfront funding sources
- Establish a Community Facilities District to leverage contributions from new development
- Implement a Tax Increment Financing District and consider sharing revenues across all three station areas
- Engage with local partners to expand community and economic development activities



Photo Credit: Sergio Ruiz for SPUR

Why is this 'Big Move' essential for Transit Oriented Communities

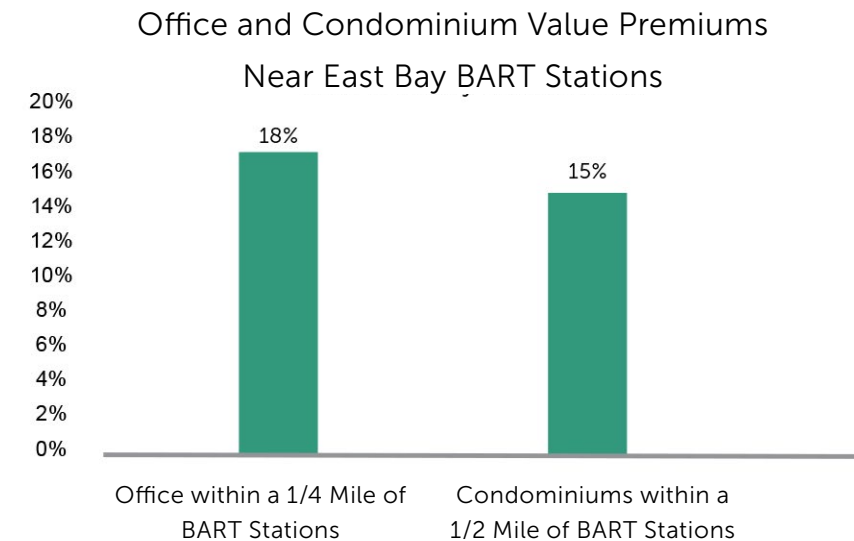
Great TOCs require government agencies, community-based organizations, and private sector partners to make a lasting, long-term public commitment to invest in public infrastructure, affordable housing, and local economic development. Successfully implementing the TOC priorities will require dedicated City staff time, ongoing collaboration among agencies and local stakeholders, and new funding strategies.

While each station area has its own set of implementation and funding needs, each will benefit from a corridor-level approach to implementation. A corridor-level approach will maximize resources, prioritize the most critical investments across station areas, enable access to a broader range of funding sources, and bring a wider range of partners to the table.

Appendix N provides a comprehensive funding and implementation strategy for the corridor, including more details on all the strategies discussed in this section.

Easy Access to Everyday Needs ✓	Housing Choices for Everyone ✓	Active Street Life ✓
Safe People Spaces ✓	Local Business and Services ✓	Supports My Community ✓

Premiums for transit near East Bay BART stations:



Experience from the East Bay (Alameda and Contra Costa Counties) shows that properties near BART can command a significant price premium. By establishing TOC financing districts as soon as possible, the Cities can capture some of the value that BART will create in order to pay for infrastructure improvements, affordable housing, and other public investments.

Percentage difference in office rents/condominium values, compared to locations more than 1/2 road miles from a BART station for office and more than 5 road miles from a BART station for multi-family residential.

Source: Strategic Economics, 2015.

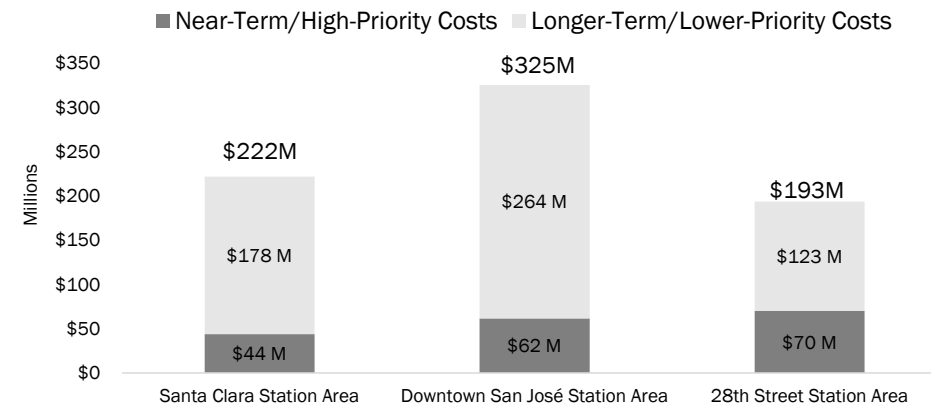
Investing in Public Infrastructure and Facilities to Maximize Benefits and Realize Value

Targeted investments are needed to implement successful TOCs, including improvements to provide excellent access to transit and accommodate future growth.

- **Bicycle, pedestrian, and transit access improvements** to allow existing and future residents and workers to take full advantage of BART service. Access improvements are discussed in more detail in the *Unlock the Value of Mobility For All Stakeholders* section of this Playbook.
- **Streetscape enhancements** such as street trees, lighting and bike racks that reflect the distinct identity of each station area, better connect the community to BART, and help make the station areas more attractive for TOD.
- **Storm drain improvements** to reduce flooding in the streets during major storm events.
- **Parks, plazas, paseos, trails, and other open space** to create community spaces and connect destinations within the station areas.

The Playbook focuses on identifying funding for access improvements, streetscape enhancements, and storm drain improvements, because there are currently few dedicated sources of funding for these types of improvements.

Access, Streetscape, and Storm Drain Costs through 2040



Note: Assumes costs are phased over time and that costs escalate by 4.2% a year. Costs are estimated in the year in which they are projected to occur (in nominal dollars).

Estimated Costs & Project Prioritization

The total cost of needed access improvements, streetscape enhancements, and storm drain improvements in the Santa Clara station area is estimated at \$222 million. This assumes improvements are phased in over time and that costs escalate by 4.2% a year on average.

The near-term/high-priority improvements – those that should be made in advance of or concurrently with the introduction of BART service – are estimated to cost \$44 million.

Appendix S provides more information on specific improvements, cost estimates, and project prioritization.

Funding and Implementation Framework

The Cities, VTA, and other partners can capture the tremendous value created from the BART investment and advance implementation of the TOC by pursuing the following funding and implementation actions:

- **Create and Capture Value.** The Cities should put in place district-based mechanisms (such as Community Facilities Districts and tax increment financing districts) to help pay for infrastructure and affordable housing. A TOC financing district could also help coordinate funds from different sources and implement projects.
- **Leverage Multiple Sources.** No single funding source will cover the cost of implementation. The Cities, VTA, and other partners must work together to pursue multiple funding sources and act opportunistically to take advantage of grants and other funding sources as they become available.
- **Collaborate.** Strong leadership within both Cities, as well as ongoing collaboration between the Cities, VTA, and other key stakeholders, is needed to provide focus and continuity over time.
- **Break Down the Silos.** Work across departments and agencies to accomplish multiple goals, including the Cities and VTA's goals related to affordable housing, economic development, and reduced greenhouse gas emissions.
- **Engage.** Potential implementation partners include community-based organizations, private and non-profit developers, local businesses, and major “anchor” institutions such as Santa Clara University that have a strong interest in the success of the station areas.

■ Create a dedicated staff position within both cities to lead TOC implementation

Phasing: Initiate within 12 months

Recommended Actions

- Establish a senior level staff position (e.g. TOC Manager) dedicated to TOC implementation. The specific responsibilities of the TOC Manager will change over time, but may include:
 - Leading implementation of TOC funding strategies.
 - Ensuring implementation of the land use, parking, design, other policy changes to support good TOCs.
 - Working across departments to prioritize TOC implementation.
 - Engaging with partner agencies to support TOC implementation throughout the corridor.

Context

Implementation of successful TOCs will require staff time and commitment from the Cities of Santa Clara and San José involving multiple departments (e.g., Planning, Economic Development, Housing, Public Works, Building/Code Enforcement, Transportation, etc.). The Cities of San José and Santa Clara should determine the department or office where the position should be housed in order to maximize the staff person's capacity to lead implementation efforts and coordinate efforts across departments. Over time, additional staff may be required to support implementation.

Case Study: City of Denver TOD Manager



Photo Credit: Confluence Denver

In 2014, the City of Denver adopted a citywide TOD Strategic Plan. Multiple departments were involved in the plan, including Community Planning and Development, the Office of Economic Development, Public Works, Parks and Recreation, and Finance. The plan emphasized that implementing TOD would require actions that cut across multiple departments. The City created a new citywide TOD Manager position in 2014. In 2015, the City hired a TOD Manager who has experience in municipal politics and a familiarity with the local development and advocacy communities. The TOD Manager works across departments to expedite approval of TOD projects and ensure that new development contributes to infrastructure improvements required to support TOCs. The TOD Manager sits on the West Line Corridor Collaborative Board and was instrumental in the formation of the cross-jurisdictional West Corridor Transportation Management Association. The TOD Manager is officially housed in the Community Planning and Development department. However, other cities have found that placing this position in the Economic Development department can be more effective in facilitating cross-departmental efforts.*

* Most of the information included in this case study was obtained from personal communication with Chris Nevitt, Citywide TOD Manager for the City of Denver, and Mike Hughes, Executive Director of the West Corridor Transportation Management Association, May 2019.

■ Establish a framework for ongoing collaboration between the City of San José, the City of Santa Clara, and VTA

Phasing: Initiate within 12 months

Recommended Actions

- The City of San José, City of Santa Clara, and VTA should develop a framework for continued coordination on an ongoing basis. Other partners such as BART and community organizations should be involved either regularly or on specific issues. Key topics to cover are the following:
 - Implementing TOC financing districts.
 - Identifying and pursuing grant funding opportunities.
 - Implementing shared mobility districts.
 - Coordinating land use policy and zoning, especially in the Santa Clara Station Area.

Context

As part of the TOCs Strategy Study, VTA organized regular meetings with staff at both the Cities of San José and Santa Clara, as well as quarterly meetings with a broader technical advisory group comprised of additional staff from the City, VTA, and BART. This level of coordination should be continued with monthly staff meetings and quarterly meetings with department directors. This framework has proven successful for the Cities of Denver and Lakewood and their respective housing authorities to form the West Line Corridor Collaborative.

■ Work together to identify grants and other upfront funding sources

Phasing: Initiate within 12 months

Recommended Actions

- Prioritize key station area projects in the City's plans and Capital Improvement Programs (CIPs).
- Work together to identify eligible projects for competitive grant programs.
- Integrate active transportation, environmental justice, and housing projects together to leverage multiple funding sources.
- Collaborate on grant applications that are critical to the success of transit and TOCs.
- Identify projects that may be eligible for VTA's upcoming Valley Transportation plan (VTP) 2050 update.

Context

While CFDs and TIF districts would contribute substantial resources to TOC implementation, additional funding will still be needed. In particular, there will be a need to identify upfront funding sources to make the highest priority improvements in the station area, which would ideally be completed before BART service begins. The Cities, VTA, and other partners should work together to monitor funding availability for grant programs, provide letters of support, and identify projects that can help move TOC priorities forward.

See Appendix N for a list of potential grant sources.

Establish a Community Facilities District to leverage contributions from new development

Phasing: Initiate within 12 months

Recommended Actions

- Cities of San José and Santa Clara should establish policies that incentivize new development to participate in a CFD, by making participation in a CFD a condition of approval for projects that exceed the heights, densities, or other requirements that are allowed by right.
- Cities of San José and Santa Clara should work with VTA to establish CFDs on the agency's joint development sites as a way to accelerate the formation of a district.

Context

A Mello-Roos Community Facilities District (CFD) is a special taxing district formed to finance improvements to public facilities. CFDs would apply only to new development and would not result in a tax increase for existing properties. CFDs revenues could be used to pay for access, streetscape, or other infrastructure improvements in the station areas, as well as for specified services which could include transit operations and maintenance.

A CFD special tax in the Santa Clara station area could generate approximately \$21 million in total revenues through 2040 (in 2019 dollars), assuming all new development envisioned in the TOC development scenario were subject to the special tax. This includes \$4 million to help pay for transit operations and maintenance, assuming that 20 percent of revenues were allocated for this purpose. One of the advantages of establishing a CFD district is that it may be used to finance upfront improvements by issuing bonds against future revenues. Based on preliminary assumptions about financing, a CFD could support \$55 million in bond issuances and excess pay-as-you-go revenues through 2040.

See Appendix Q for more information about the development scenarios, the preliminary assumptions used to develop the revenue estimates, and key issues for implementation. The Cities and their partners would ultimately determine CFD special tax rates, the appropriate use for revenues, and other implementation details as part of the district formation process.

Case Study: The Central SoMa Plan, San Francisco



The Central SoMa Plan is intended to accommodate growth around the future Central Subway extension. The plan allows for 16 million square feet of new housing and employment space and a \$2 billion public benefits package, including affordable housing (33 percent of new housing) open space, street and infrastructure improvements, cultural preservation, and community services.

To realize this vision, the Central SoMa Plan's Implementation Strategy called for a CFD which was officially approved in January 2019. The CFD is expected to generate up to \$350 million, or 17 percent of the total cost of the public benefits package. Participation in the CFD is required for commercial development and for-sale residential development that exceed certain height and density limits, as defined in the San Francisco Planning Code. The San Francisco Board of Supervisors exempted rental housing due to concerns over financial feasibility.

Source: City and County of San Francisco, Central SoMa Plan

Implement a Tax Increment Financing District, and consider sharing revenues between cities

Phasing: Initiate within 12 months

Recommended Actions

- Establish a TIF district to pay for infrastructure investments to enable higher-density development.
- Require that at least 20 percent of TIF revenues are set aside for affordable housing.

Context

A tax increment financing (TIF) district redirects incremental increases in property tax revenues that occur within a designated geographic area to help fund infrastructure, other public facilities, and affordable housing. TIF does not add any new fee or tax obligations to property owners. Instead TIF reallocates money from future revenues generated by the existing property tax rate, above and beyond that which taxing entities currently receive. Cities, counties, and other taxing entities may choose to contribute to a TIF district. California State law currently authorizes the use of several TIF tools, of which Enhanced Infrastructure Financial Districts (EIFDs) are the most flexible and widely used.

Based on preliminary assumptions, a TIF district in the Santa Clara station area could generate \$13 million in total revenues through 2040 (in 2019 dollars), including \$3 million for affordable housing if 20 percent of revenues were allocated for this purpose. Like a CFD, a TIF district may be used to finance upfront improvements by issuing bonds against future revenues. Based on preliminary assumptions about financing, a TIF district could support \$34 million in bond issuances and excess pay-as-you-go revenues through 2040. If desired, the Cities of San José and Santa Clara could form a joint financing authority to oversee the use of TIF and/or other funds; this approach would allow revenues to be pooled to fund larger capital projects with mutual benefits to both cities.

See Appendix Q for more information about the revenue estimates and key issues for implementation.

Case Study: City of La Verne Metro Gold Line TOD Enhanced Infrastructure Financing District (EIFD)



The City of La Verne, located in Los Angeles County, adopted an EIFD that covers 46 acres surrounding the City's future Metro Gold Line light rail station and an additional non-contiguous 65 acre subarea near the University of La Verne's West Campus. Transit services to the station is expected to begin in 2026.

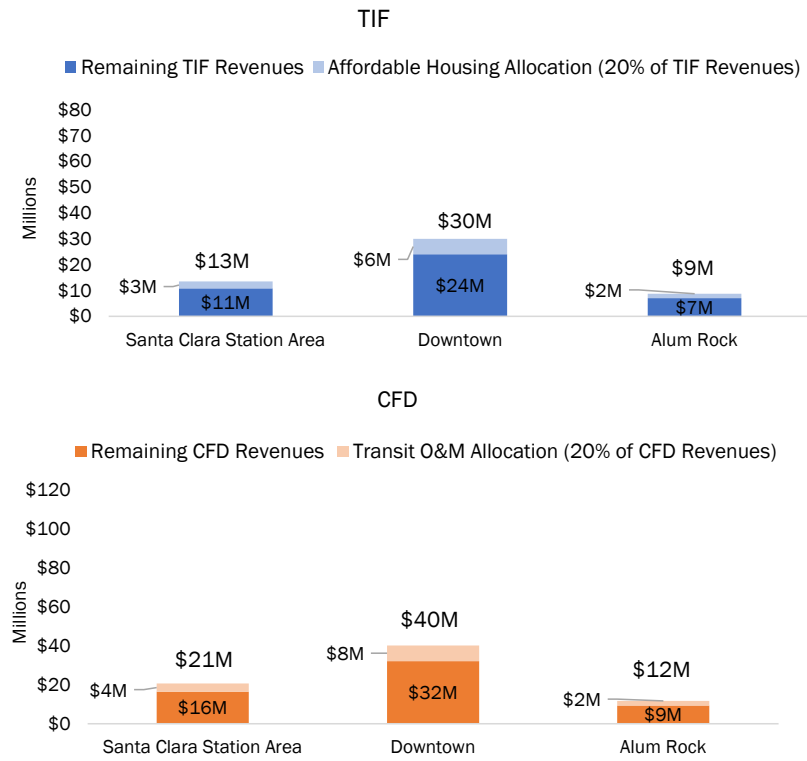
Leading up to the adoption of the EIFD, the City completed an extensive planning process for the area surrounding the future station which included a Specific Plan that called for higher density, mixed-use TOD. In order to enable TOD in a low-density, car-oriented environment, significant infrastructure and access improvements would be necessary.

The EIFD Financing Plan includes 14 projects with a total cost of \$33 million, including a pedestrian bridge, traffic and streetscape improvements, and various utility improvements (sewer, water, and wastewater). If and when projects identified in the Financing Plan are fully funded, the share of tax increment diverted is set to return to the City's General Fund. The City of La Verne are in discussion with Los Angeles County about joining the EIFD.

Source: Metro Gold Line Foothill Extension Construction Authority

Estimated District-Based Revenues by Station Area

Net Present Value of Potential Revenues through 2040
Assuming no Bond Financing



Notes: Due to rounding, subtotals may not add up to total revenues.

Graphs show total gross revenues before administrative expenses or debt service.

Assumes 20% of TIF revenues are allocated to affordable housing, and 20% of CFD revenues are allocated to transit operations and maintenance.

2040 is the planning horizon for the TOC Strategy Study. Revenues are discounted to 2019, assuming a 5% discount rate.

Source: Strategic Economics, 2019.

Potential Financing Capacity through 2040
Assuming Bond Issuances



Notes: Includes net bond proceeds (net of administrative costs, issuance costs, and allocation for affordable housing or transit O&M) and excess pay-as-you-go revenues.

Dollars are nominal (in year in which bonds are issued/revenues accrue).

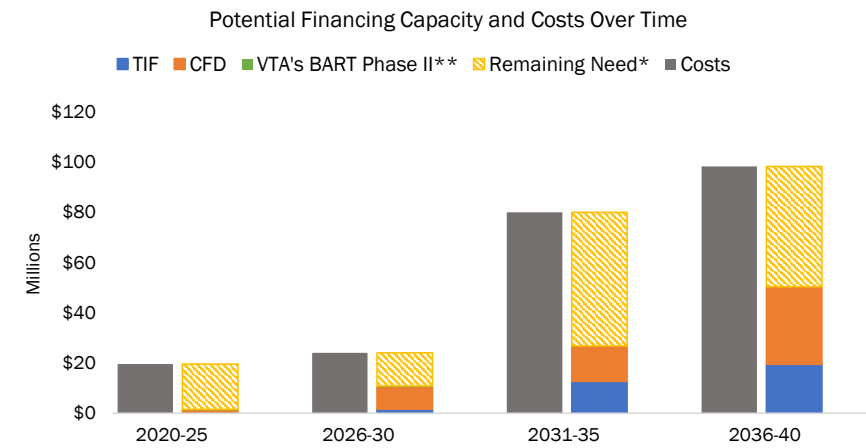
See Appendix Q for more information on methodology and key assumptions.

Source: Strategic Economics, 2019.

Summary of Costs and Potential Funding & Financing Sources

Estimated Cost	\$221.9
Funding/Financing Sources	
CFD	\$54.7
TIF	\$34.0
VTA's BART Phase II	\$0.9
Remaining Need*	\$132.3

The figures on page 65 shows the total potential revenues that could be raised from implementing a CFD and TIF district in the Santa Clara station area, and the potential financing capacity based on preliminary assumptions about bond issuances. VTA will contribute access and streetscape improvements that are part of the BART Phase II project. The remaining gap in funding would need to be covered by other sources such as grants, developer contributions (above and beyond CFD special tax payments), and the Cities' Capital Improvement Programs (CIPs).



The figure to the left illustrates how costs might be phased over time, compared to when funding and financing is expected to be available. The biggest need is for upfront financing to pay for the near-term/high-priority improvements that will enhance access to the stations and accelerate new development. Even assuming that TOC financing districts are put in place quickly, they will not generate substantial revenues (or allow for the issuance of bonds) until significant development has already occurred.

Notes:

*Potential sources to cover the remaining need could include grants, developer contributions (above and beyond CFD special tax payments), and the Cities' Capital Improvement Programs (CIPs).

**VTA's BART Phase II project is expected to contribute funds through the 2020-25 and 2026-30 periods; not shown on the bar graph due to scale.

TIF and CFD bars includes net bond proceeds (net of administrative costs, issuance costs, and allocation for affordable housing or transit O&M) and excess pay-as-you-go revenues.

Dollars are nominal (in year in which bonds are issued/revenues accrue).

See Appendix Q for more information on methodology and key assumptions.

Source: Strategic Economics, 2019.

Engage with local partners to expand community and economic development activities

Phasing: Initiate within 12 months

Recommended Actions

- Work with existing organizations and other community stakeholders to identify opportunities to enhance the business environment, support and retain small businesses, and reduce the risk of household displacement.
- Explore the potential for a Business Improvement District (BID) and/or Property- Based Business Improvement District (PBID) that would include new development in the immediate vicinity of the Santa Clara Station Area (i.e., on the northeast side of the rail tracks). A BID or PBID could provide services such as street cleaning, beautification, maintenance and programming of plazas and other public spaces, and public safety ambassadors.

Context

Creating successful TOCs requires ongoing investment in programs and services that create opportunities and benefits for local residents and businesses. In the Santa Clara Station Area, there is a desire to support Downtown Santa Clara as a retail, dining, and entertainment destination, while also creating a new node of activity near the station. A community-based organization such as a BID or PBID can provide services and programming that go above and beyond standard municipal services. A BID or PBID can also access funding sources such as special assessment revenues and grants.

Potential partners include the Downtown Santa Clara Merchants' Association, Santa Clara University, and other local non-profits, property owners, and institutions. VTA can also play a supporting role as a local property owner.

Appendices

Appendix A - Background Conditions Report

Appendix B - Opportunities and Constraints Report

Appendix C - Funding and Implementation Strategy

Appendix D - Station Access Profile - Santa Clara

Appendix E - Station Access Profile - Downtown San José

Appendix F - Station Access Profile - 28th Street

Appendix G - Existing Parking Conditions

Appendix H - Parking Survey (Residential)

Appendix I - Parking Survey (Employment)

Appendix J - Ridership Impacts of TOCs

Appendix K - TOC Parking and TDM Strategies

Appendix L - Market Analysis and Demand Projections Report

Appendix M - Affordable Housing and Displacement Risk

Appendix N - Fiscal Impact Analysis - City of Santa Clara

Appendix O - Fiscal Impact Analysis - City of San José

Appendix P - Small Business Support and Retention Strategies

Appendix Q - Infrastructure Cost Estimates

Appendix R - Access Improvements Cost Estimates

Appendix S - Streetscape Improvements Cost Estimates