

Del Monte Warehouse Master Plan Transportation Demand Management Program



**CITY OF ALAMEDA, CALIFORNIA
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Del Monte Warehouse Master Plan Transportation Demand Management Program Alameda, California

BACKGROUND

Tim Lewis Communities (TLC) is working with the City of Alameda (City) to plan and develop a mixed-use project at the Del Monte site. A key component of the project is a transportation plan (TP) that will provide and facilitate the use of alternative modes of transportation to residents, employees and visitors to the site and Northern Waterfront area.

The overall goals of the Del Monte Transportation Plan (DMTP) are to:

- Reduce vehicle trips generated by new and existing uses at the site to: Ensure at least a 10% reduction in residential vehicle trips and a 30% reduction in commercial trips during peak commute periods as required by the General Plan;
- Reduce commute period congestion at the Estuary crossings;
- Support and expand the use of regional transportation services provided by AC Transit, BART, and WETA;
- Increase transit, bicycle, and walking options, convenience and safety;
- Expand partnerships between public and private stakeholders to improve transportation choices and reduce the need for single occupancy vehicle trips (SOV); and
- Increase public awareness and use of alternative modes of transportation.
- Reduce greenhouse emissions from automobile trips as required by the City of Alameda Climate Action Plan;
- Support economic development and job growth in the area;
- Reduce demand for on-street and off-street parking; and
- Improve the quality of life in the Del Monte site and in the Northern Waterfront area.
- Participate in a regional approach to transportation challenges while maintaining independent accountability for project transportation reduction goals.

KEY STRATEGY 1: TMA FORMATION AND MEMBERSHIP

The Del Monte project will establish and become the founding member of the Northern Waterfront Transportation Management Association (NWTMA). The Northern Waterfront TMA will serve as the transportation provider for the Northern Waterfront area, which includes the following functions:

- Transit Services
- Transportation Information
- Coordination of services for private and public sector users, including neighborhood groups and Bike Walk Alameda;
- Coordination with regional transit providers,
- Coordination with City of Alameda on transportation and land use decisions.

The NWTMA will provide personnel and services to Del Monte and other Northern Waterfront development sites to plan and implement a regional approach to transit and transportation programs. It is understood that the City of Alameda will mandate all other developments along the Northern Waterfront of Alameda to join the NWTMA and participate in the NWTP, under the direction of the NWTMA and with a similar fee structure. The NWTMA will be established as part of Del Monte's "Day One" entitlement requirements.

Every property owner and tenant located within Del Monte will be required to participate in the Transportation Plan. For the Del Monte project, it is anticipated that the fee structure will require an annual fee of \$350 for each market rate residential unit and \$.55 per square foot per year for the minimum 30,000 square feet of commercial space. The Del Monte assessment will grow each year, tied to the Bay Area Consumer Price Index.

The proposed fee structure, in 2014 dollars, for all future members are as follows:

- Multi-family units with unbundled parking: \$350 per unit per year.
- Single family detached or attached with one or two car garages: \$450 per unit per year.
- Commercial Uses: \$0.55 per square foot per year.

TRANSPORTATION SERVICES

A. Phase I—"Day One" Initial Services

The Day One Services will be implemented at the time of the first Certificate of Occupancy at Del Monte. As the first major development approved in the Northern Waterfront Plan area, the Del Monte project will be responsible for establishing the Northern Waterfront Transportation Management Association (NWTMA) and establishing the "Day One- Initial Services". Prior to the first Certificate of Occupancy at Del Monte, the Del Monte project will:

1. **NWTMA.** Establish and incorporate a non-profit NWTMA, and include a Board of Directors with at least one seat for a City of Alameda representative to be appointed by the City Council. All commercial and residential projects in the Northern Waterfront area will have mandated membership and participation in the NWTMA and its Transportation Plan as part of their development agreements by the City of Alameda. The Northern Waterfront TMA is designed to grow to support new development that occurs in the Plan Area. The pace of the growth of transportation services will be determined by the pace of the development in the area. As new developments are approved and join the NWTMA, the NWTMA's operating budget will grow and the menu of services will grow to serve the new developments and provide additional transportation services for existing members. As a member of the NWTMA, the Del Monte project residents and businesses will benefit from expanded service offerings as more projects are enjoined. Furthermore, it is expected that Del Monte representatives would retain a major role on the NWTMA Board.
2. **BART Shuttle Services:** Provide peak hour shuttle services between the development site (Del Monte) and the 12th Street BART Station or Lake Merritt BART Station. The shuttle will operate a minimum of 7 hours per day, with minimum 30 minute intervals during peak commute times, approximately 6:00 AM to 9:30 AM and 3:30 PM to 7:00 PM, Monday through Friday. This shuttle service may be implemented as an expansion of an existing shuttle service, such as the Cross Estuary Shuttle.
3. **AC Transit Easy Passes:** To the extent Easy Passes are available from AC Transit for the Del Monte project, the TDM will provide AC Transit Easy Passes for each household and business, providing unlimited use of AC Transit services throughout Alameda County and the O Line to San Francisco. Both lines are within three blocks of the Del Monte Site.
4. **Car Share Services:** Accommodate car share services on site. The TMA will work with the developer and available car share programs in the Bay Area, such as City Car Share and Zip Car, to establish car share services for the Del Monte site. The Del Monte site plan accommodates no less than three (3) spaces designated for Car Share. In addition, peer-to-peer car sharing services, such as Relay Rides and Wheelz, are similar to traditional car sharing services like Zipcar, except individuals rent out their own vehicles, instead of car sharing companies owning a dedicated fleet. The NWTMA will explore working with peer-to-peer car sharing companies to expand and diversify the types of car sharing services provided in the plan area.
5. **Transportation Plan Manager (Manager):** Hire a TDM manager or consultant with transportation experience to manage the TDM (part time at the outset; to be expanded to full time as membership grows). The Manager will have the primary responsibility of

working with Del Monte tenants and the City of Alameda for developing, marketing, and implementing the transportation plan. The manager will also track the results of program components and suggest revisions to the NWTP based on tracking data and transportation survey results.

6. **Northern Waterfront Transportation Plan Website:** Establish a website that will serve as a one-stop information center for residents to better understand the programs that are available, the details, sign-ups and tools of program components that are available through the NWTP and which contains links to other regional transit websites.
7. **Transportation Plan Marketing:** Create a marketing program to make users at the site aware of the available commute options and services provided to the Transportation Plan and local transit agencies. Together with a well designed website, marketing is essential to the success of a TDM plan. The marketing and promotion effort will include distribution of information, via the NWTMA Website, about available commute services, assistance with commute planning and other services that make the use of commute alternatives more convenient. Most importantly, marketing materials should raise awareness about the services that are available, and provide an easy-to-use guide to riding the shuttle and accessing other transportation options. The NWTMA will develop a “Welcome Packet” for residents, businesses, and employees to be provided upon occupancy or hire. The packet should include a comprehensive overview of the transportation options provided and user-friendly instructions about how to utilize the services.
8. **Interagency Coordination and Cooperation:** Create partnerships between the public and private sectors. Coordination with local public transit agencies, including BART, AC Transit, and WETA will ensure multi modal options for residents, visitors and employees of the Northern Waterfront. Additionally, coordination of any newly proposed services with these agencies will help provide improved schedules and transit services. The NWTMA will also serve as the central transportation hub for private companies, and neighborhoods within the area to maximize cooperation among the various Northern Waterfront and Estuary developers, stakeholders, public agencies and municipalities. At a minimum, the NWTMA and key stakeholders will meet bi-annually to discuss the transportation program, troubleshoot any issues, and discuss recent or upcoming program changes.
9. **Coordination and marketing of all available services for Northern Waterfront area residents and employers, including:**
 - a. **Guaranteed Ride Home Program:** The Alameda County Congestion Management Agency (CMA) provides a free Guaranteed Ride Home program. The Northern Waterfront TMA will market the program to eligible employers and information will be provided on the Del Monte transportation website.
 - b. **Ride Matching (Car and Vanpool):** Ridesharing is the matching of passengers with existing drivers. The TMA will work with regional ride share agencies (including 511.org and others) to provide free ride-matching services to Del Monte visitors, employees and residents. In addition, fee based services, such as Lyft or Uber, may also be available. The TMA will coordinate these efforts to sustain an effective ridesharing environment.

- c. **Bicycle and Pedestrian Trip Planning:** The TMA will work with available services and advocacy groups to assist Del Monte residents and visitors to incorporate bicycle and pedestrian trip planning as part of their commute options. The City of Alameda has had a Bicycle Master Plan since 1999 and has updated it as recently as 2010. There are a number of bicycle routes throughout Alameda and connecting routes to the Fruitvale BART station where there is ample, secured bicycle parking. The Estuary Crossing Shuttle provides bike transport services between the Del Monte area and the Lake Merritt BART station. There are many other facilities throughout City of Alameda that offer great connectivity. A complete map that is continuously updated may be found on <http://www.bikewalkalameda.org>.
 - d. **Tech Shuttles:** Tech companies, such as Apple and Google, offer free shuttles for employees to commute to their offices in South Bay. Some of these companies have shuttles running to Alameda that pick up commuters from the Bayfarm Park & Ride Lot and other locations. An expansion of these private shuttle services to serve Alameda is being studied. The NWTMA will work with shuttle providers to ensure that members of the NWTMA are aware of all alternative transportation services.
10. **Annual Monitoring:** It is critical that the NWTMA closely monitor the NWTP implementation, as monitoring and evaluation programs are a crucial component to an effective TDM program. Consistent evaluation of TDM strategies enables objective assessments of program performance and allows administrators to quantify the efficacy of individual TDM strategies. A systematic approach to reviewing past and current results, adjusting the program and continual re-review will be a hallmark of this program, to assure that TMA investments are channeled into the most effective strategies in the Northern Waterfront area.
 - a. **Surveys:** Surveys of residents, employees and employers will be conducted each year. All residents, employees and employers will be asked to participate in the survey. The Transportation Plan Manager will make the best reasonable effort to maximize survey responses. The annual survey will include questions to ascertain the following information (at a minimum). Annual surveys will be designed to be anonymous and not collect identifying information.
 - Resident or employee
 - Mode of travel to work
 - Location of employment
 - If a transit rider, the bus/shuttle route used
 - Number of vehicles owned and parked on-site
 - Level of use and satisfaction with transportation services and programs
 - b. **Monitoring Methods:** The monitoring program will include parking counts and traffic counts. Annual parking occupancy counts for vehicles will be conducted during the school year, on two or three weekdays (Tuesday, Wednesday, and/or Thursday) on an hourly basis from 8 a.m. to 6 p.m. Data collection times and methods should be consistent to allow for easy comparisons across years. While data collection will commence upon first occupancy, the traffic counts will not be

included in the monitoring program until the third year of occupancy, to allow the TMA to get sufficient operating history.

- c. **Results:** The plan requires projects to stay under baseline traffic generation levels by 10% for residential uses and 30% for commercial uses. Each Northern Waterfront development site will be responsible for trip reduction goal attainment for their individual project. In the event that the trip reduction goals are not being met, the project will be required to implement a Goal Attainment Plan (GAP) that outlines what steps its development will take over the next year to attain the requisite goals. In the event that the project, after implementation of its GAP, fails to meet the requisite goals, it will be the City that determines consequences for projects that do not meet the goals, as such attainment will be made a Condition of Approval for each project.
- d. **Annual Report:** The Annual Report will be presented every year following the first full year that this Transportation Plan is in operation to the NWTMA Board of Directors for review and action. After approval by the NWTMA Board, the plan will be presented to the City of Alameda Planning Board. Upon acceptance by the Planning Board, the Annual Report will be presented to the City Council. In addition, the report will be posted on the TMA website.

The NWTP Annual Report will provide the following information:

- An accounting of Annual Transportation Plan expenditures.
- An updated listing of TMA members and their fees.
- A summary of transportation survey results.
- Shuttle ridership counts.
- An update concerning implementation of new measures and new activities discussed in the previous Annual NWTP Report.
- A list of program elements that are planned to be initiated and/or discontinued over the next year.
- A summary of the overall effectiveness and accomplishments of the NWTP to date.
- Monitoring results will be incorporated, as detailed below, beginning approximately three years after the first Certificate of Occupancy for Del Monte. .

B. Phase II—Expansion of Services

The Northern Waterfront Transportation Plan is designed to support new development that occurs in the Northern Waterfront. The pace of the growth of transportation services will be determined by the pace of the development in the area. The NWTMA will grow as program revenues and public participation grow, with the ultimate goal of providing a robust transportation program providing access from the entire Northern Waterfront to Oakland's BART stations at 12th Street, Lake Merritt and Fruitvale, as well as to provide links to the greater Bay Area, via water and land shuttles to the larger transit centers, such as Amtrak, BART and existing water ferries.

The intent of the program is to ensure flexibility and to revise or replace measures as necessary. Updates and/or changes to program components could be necessitated by results of the yearly monitoring and transportation survey; situations where measures are not compatible with changing circumstances; or changes to the overall projected operating revenue. The NWTMA Board of Directors will utilize monitoring results to ensure that the most efficient use of dollars is achieved, and that funds are channeled to the most cost effective means. It is expected that as technology changes and new transit opportunities are discovered, that the NWTP can be expanded and modified to make the most use of the new technology.

KEY STRATEGY 2: PROJECT AMENITIES THAT SUPPORT TRIP REDUCTION

To support the NW TMA and encourage transit use and reduce single occupancy vehicle trips, the Del Monte TDM program includes the following critical components:

A. On-Site Parking Program: See Exhibit 3: Parking.

1. **On-site Parking (Del Monte Warehouse Building):** All on-site, surface parking spaces shall be shared among the onsite uses and available for public use in support of the Transportation Demand Management (TDM) program, except that parking adjacent to the south edge of the Del Monte Warehouse building will be subject to the unbundled parking requirements defined below.

On-site parking for the Del Monte Warehouse Building will be required as shown on the Site Plan contained within the Master Plan. Of the 460 parking spaces on the site, 45 spaces are for commercial/retail parking, including three car share spaces. The remaining 415 spaces (a ratio of 1.35 cars per unit) will be dedicated for Del Monte residents.

2. **Unbundled Parking:**

In order to reduce traffic trips and parking demand, unbundled parking will be implemented in the sale or rental of parking spaces in all residential buildings with ten units or more within the Del Monte Master Plan area, including the Del Monte building parking garage. The following components comprise the program implementation:

- a. All internal garage parking spaces shall be leased or sold separately from the rental or purchase fees for the individual units for the life of the units, such that potential renters or buyers have the option of renting or buying a unit at a price lower than would be the case if there were a single price for both the unit and the parking space(s).
- b. Each unit will have a right to purchase or lease one garage space (“base space”), which consumes up to 308 spaces.
 - i. If a For Sale program is implemented, the initial purchase price for a garage space is estimated at \$30,000, and \$20,000 for an uncovered, exterior space; said initial purchase will be managed by the builder/developer. Costs per space will be adjustable by the builder/developer/owner to adjust to market conditions.
 - ii. If a For Rent scenario is pursued, each unit space may be added to the residential lease, at an estimated cost of \$75 per month per garage space or \$40 per month for an uncovered space. Costs per space will be adjustable by the builder/developer/owner to adjust to market conditions.
- c. If all 308 spaces are taken by the units, then 107 “additional spaces” will be available. Any spaces allocated for units that are not purchased or leased may be added to the pool. In addition, unit owners may also add their space to the pool, if they opt to not use a car. The combination of these spaces creates a pool of “additional spaces.” Each “additional space” is available for lease, but no single unit may lease more than

one “additional space,” which are leased on an annual on a space available basis; leases will be managed by the HOA or Property Manager

- d. Potential buyers and renters of the 55 affordable residential units shall have an equal opportunity to buy or rent a parking space on the same terms and conditions as offered to the potential buyers and renters of market rate units, at a price proportional to the sale or rental price of their units as compared to comparable market rate units. This stipulation shall be included in any agreement recorded between the City and the developer pertaining to the affordable units.
 - e. Parking spaces shall be offered only to residents and tenants of the Del Monte Warehouse building, except that any surplus space may be rented out to non-residents or non-tenants with the provision that such spaces must be vacated on 30 day notice if they become needed by tenants or residents
3. **Shared Parking:** Shared parking is included in the Del Monte Warehouse Master Plan. Mixed-use development, such as the Del Monte Warehouse site, creates opportunities for shared parking because of the staggered demand peaks for parking associated with different uses. All land uses generate unique levels and patterns of parking demand, varying by time of day and day of the week. Parking supplies at mixed-use locations accommodate these demand fluctuations more efficiently than segregated supplies, by accommodating peaking uses with spaces left vacant by other uses, thereby substantially reducing the overall number of parking spaces needed by a project. For example, spaces occupied by daytime retail shoppers or office workers during the day, are largely empty during the evening and can be filled, or “shared,” with residents who are parking overnight or visitors to a nearby restaurant.

B. Site Design and Amenities

1. **Neighborhood Serving Retail/Commercial:** The approximately 30,000 square feet of retail and commercial uses will focus on neighborhood serving uses below such that pedestrian and bike trips are encouraged, to decrease the usage of on-street parking.
 - Restaurants
 - Convenience retail/grocery
 - Recreation (promenade, waterfront, parks, bike and walking trails)
 - Childcare facilities
 - Laundry and dry-cleaning
 - ATMs and other financial services
2. **Bicycle Friendly Design: See Exhibit 4: Bicycle and Pedestrian Amenities.** The Del Monte Plan will include several features to further the goals of the Alameda Bicycle Plan.
 - A system of bikeways, parks, and pedestrian paths to facilitate access to parks, recreational areas, and the waterfront.
 - Opportunities throughout the site for public transit connections to the greater Alameda and Bay Area network and the Webster Street retail district.

- Extension of a 12' wide Cycle Track along the northern side of the Clement Avenue extension, that connects to Jean Sweeney Open Space Park and the Cross Alameda Trail. The cycle track will conform to the standards established by the Alameda Bicycle Plan.
- Public bicycle racks will be provided at strategic spots throughout the Master Plan and at sufficiently short intervals so that bicyclists can easily find a place to park their bicycles. Bike racks will be located in convenient, well-lit areas, clearly visible from a building's primary entrance.
- Provision of indoor bike parking and lockers within at least one of the Mixed Use Commercial spaces.
- Within the Del Monte Warehouse building itself, there will be secure bicycle storage for the residents as well as a "bicycle kitchen" where residents will be able to care for and repair their bicycles.
- All BART or water shuttles will have bike racks.
- Project-signalized intersections will include looping pads calibrated for bicycles.

Bike share systems are an increasingly popular travel option that has been very successful in improving mobility and access in urban centers, commercial districts, and college campuses. Much like car sharing, bike sharing offers users a dispersed pool of bicycles for short-term use. Users rent bicycles on an as-needed basis and can return the bicycle to any number of docking stations. It can improve accessibility to the nearest transit station. Locations just outside a reasonable walking distance from a destination can also now be reached within a 5-10 minute bicycle ride and no longer require a vehicle trip. Bay Area Bike Share was launched in San Francisco and the Peninsula in 2013, and there are plans for expansion to the East Bay in the near future. The NWTMA will actively advocate for bike share stations to be added to the plan area, to provide further reduction in parking.

3. **Pedestrian Friendly Design: See Exhibit 4.** Key to making the project transit friendly is to make the project walkable for residents and neighbors alike. Towards that end, all new streets shall include sidewalks on both sides of the street and pedestrian crossings at all intersections. Traffic signals with pedestrian countdowns are ultimately planned for the intersections of Sherman Street and Clement Avenue, Entrance Road and Clement Avenue, and Entrance Road and Buena Vista Avenue. Sidewalks shall be a minimum of 5 feet wide, widened to 7' in select areas. The Master Plan indicates a 7' sidewalk width where fronting a public road. This is sufficient to allow room for two people on foot to pass comfortably. The space in front of the retail component of the project is widened to 15'. In addition, a pedestrian paseo will run through the middle of the Del Monte Warehouse building, providing a pedestrian connection from the Littlejohn Park area to the waterfront. Pedestrian access ways will be well lit and have clear sightlines in order to provide pedestrians with a sense of safety and comfort. Street trees shall be provided on all streets and pedestrian areas. Street trees will be planted within the planting strips on each of side of the street and spaced on average every 30 feet.

EXHIBITS

1. TRANSPORTATION CONTEXT
2. TRANSPORTATION MAP
3. PARKING PLAN
4. PEDESTRIAN AND BICYCLE AMENITIES

EXHIBIT 1

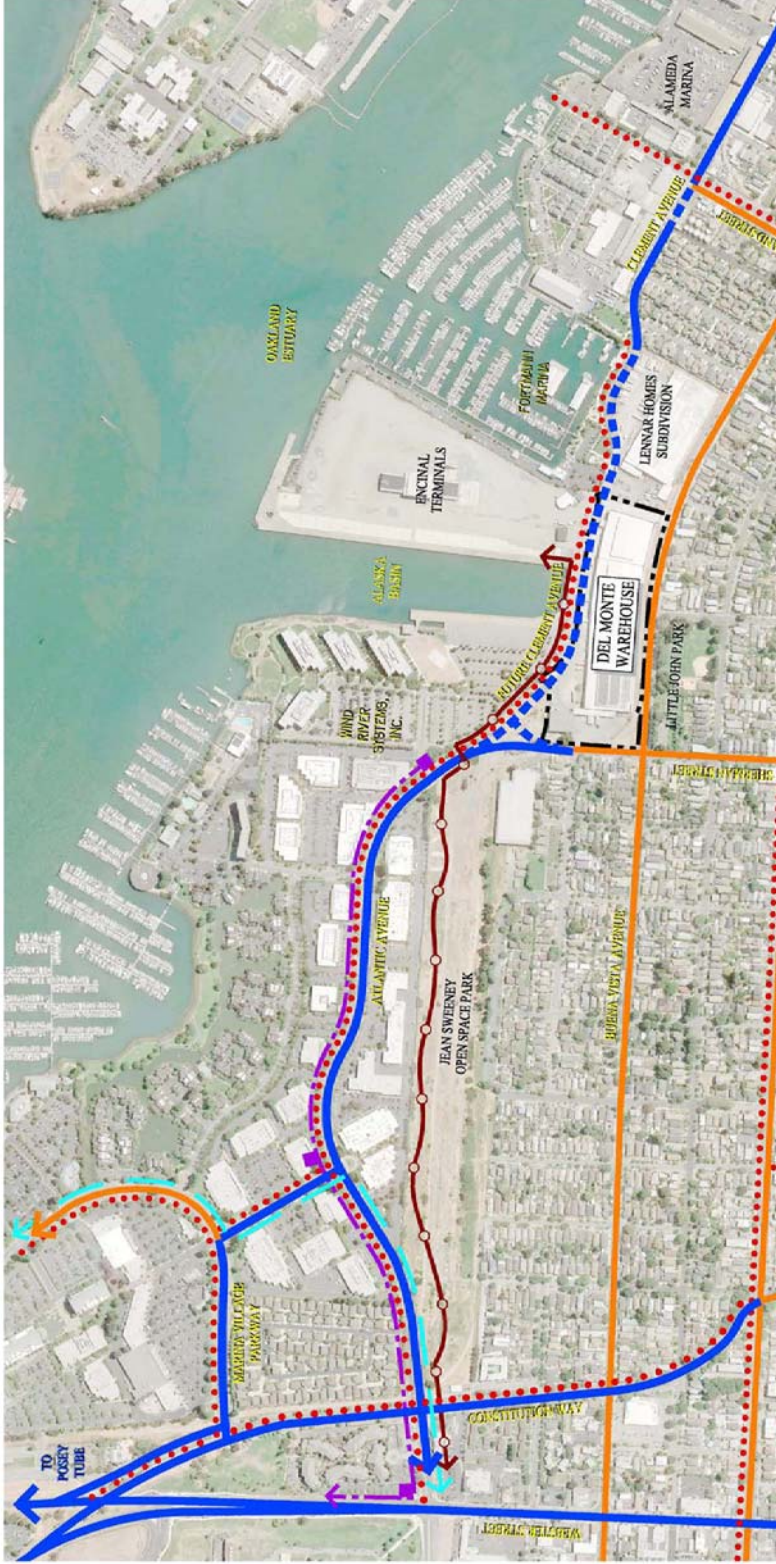
TRANSPORTATION CONTEXT

ALAMEDA TRANSPORTATION OVERVIEW



EXHIBIT 2

TRANSPORTATION MAP



- LEGEND**
- DEL MONTE WAREHOUSE BOUNDARY
 - REGIONAL ARTERIAL
 - FUTURE ARTERIAL
 - ISLAND & TRANSITIONAL ARTERIAL
 - BKE FACILITY
 - AC TRANSIT SERVICE
 - ESTUARY CROSSING SHUTTLE
 - CROSS ALAMEDA TRAIL

Exhibit 1: Transportation Diagram

EXHIBIT 3

PARKING PLAN

EXHIBIT 4

PEDESTRIAN AND BICYCLE AMENITIES

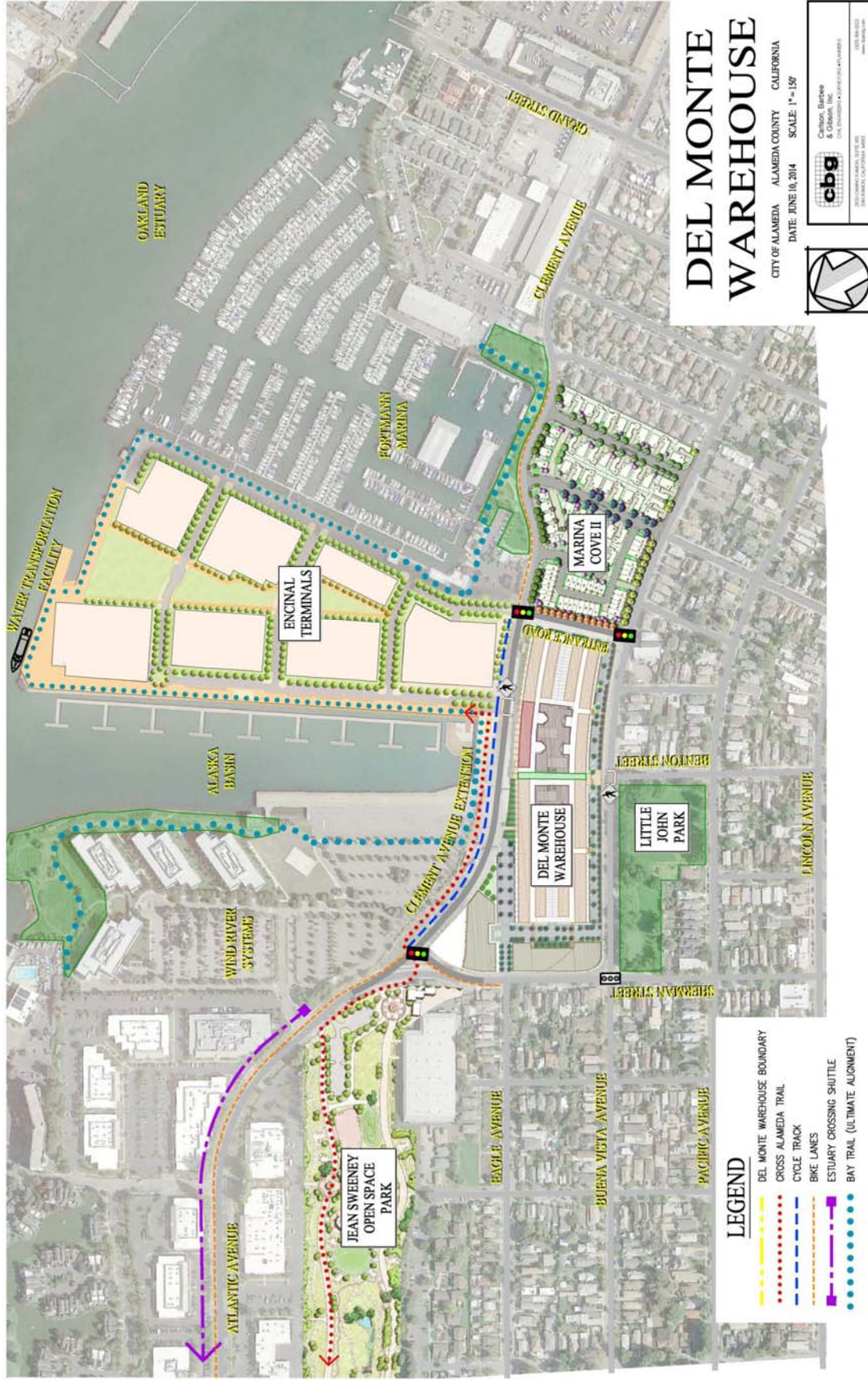


Exhibit 2: Public Bicycle and Pedestrian Access and Neighborhood Amenity Diagram