CITY OF ALAMEDA TRANSIT AND TDM PLAN

DRAFT STRATEGIES MEMORANDUM

November 2016

The Alameda Transit and Transportation Demand Management (TDM) Plan recommends four strategies, each with corresponding projects and actions that will improve transit, bicycling, carpooling and walking in Alameda. This document provides an overview of these transit and TDM strategies and a list of projects and actions. Each of the strategies identifies a specific transportation issue. The four strategies include:

1) Improving multimodal access to/from Oakland and BART

2) Improving multimodal access to/from San Francisco

3) Improving multimodal access within Alameda

4) Effectively managing and monitoring transportation efforts

STRATEGY 1

IMPROVE MULTIMODAL ACCESS TO/FROM OAKLAND AND BART

WHAT IS THE ISSUE?

Downtown Oakland is the destination for a high percentage of drive-alone trips from Alameda. More than 3,000 Alamedans travel to downtown Oakland for work, of which approximately 70 percent drive alone. In addition, the BART stations closest to Alameda are all in Oakland and provide access to destinations throughout the Bay Area. Parking at/near the BART stations is often full by 7:30 a.m. Shifting from driving alone to other modes for these trips could have the greatest potential for reducing trips at island crossings. Nevertheless, traffic congestion across the bridges and through the tubes at peak times causes reliability issues for transit. Furthermore, the physical environment for pedestrians and bicyclists (especially in the tubes) is uncomfortable.

Additionally, there are currently more than 20,000 people who commute to Alameda for work or school, of which 76% drive alone. Many employers provide free unlimited parking, while only a small percentage of existing employers participate in existing programs that encourage their employees to commute by alternative modes. All of these commuters use the island crossings to access Alameda and require parking if they drive. In the next 10 years, the city expects employment growth of 7,900 jobs primarily within the Northern Waterfront and Alameda Point priority development areas, which will increase the need to provide transportation service and facilities in Alameda. Additionally, Alameda serves as a destination for shopping and entertainment for people coming from other cities. Most visitors drive to Alameda, but providing good multimodal access would help shift from driving alone to taking transit, bicycling, or walking.

WHY IS IT IMPORTANT?

Improving transit reliability and speed, as well as pedestrian and bicycle access to/from downtown Oakland and BART stations is important because of the potential shift to these modes. Because Oakland and Alameda are close, the travel time to/from Oakland by transit, walking and bicycling can be short enough to encourage people to shift modes.

Arriving to Alameda from Oakland and BART is also an important consideration. While traffic congestion at the island crossings is experienced primarily by Alameda residents / commuters leaving in the morning and entering in the evening, it is just as important to promote transportation alternatives for people traveling to Alameda. By providing incentives to the in-commuters and visitors to shift from driving alone to taking transit, bicycling, or walking, there is less demand and need for expansive parking lots, wide boulevards, and long traffic signals. Having a balanced multimodal approach to providing access to and from Alameda enables the public and private sector to invest in improvements that enable the City to provide a high-quality of life for residents and employees.

PRIORITY PROJECTS AND ACTIONS

In Progress - Implementing

- Bikes on Main Street Ferry between Oakland and Alameda
- Consolidated Transportation Management Association for Alameda Point, Alameda Landing and Northern Waterfront areas
- Restored Northern Waterfront AC Transit Line 19
- Standardized TDM Requirements for Future New Developments

Near Term

- AC Transit Bunching Dispatcher (at Fruitvale BART station to ensure reliability)
- Appezzato Parkway Dedicated Bus Lanes (between Main Street and Webster Street)
- Bikes on Buses - Increase Capacity
- Cross Town Express Bus Service between the Main Street Ferry Terminal and Fruitvale BART (with limited stops) (will connect to local destinations including Webster St/ Park St shopping and schools)
- Parking Management and Shared Parking Lots
- TDM Partnerships with Existing Businesses
- Transit Signal Priority (Enhanced traffic signals for local buses based on real-time information and extending green time)
- Transportation Awareness Campaigns (Travel Options to/ from Oakland)
- AC Transit EasyPass Program Expansion (discounted bus passes)

Mid Term

- Alameda Point Bus Rapid Transit Service (to/from Oakland via Webster Street and Appezzato Parkway)
- Bus Queue Jump Lanes, including on Stargell Avenue, Island Drive, and Eighth Street/Westline Drive (near Lower Washington Park)
- Increase service for Local Bus Routes
- Constitution Way Carpool Lane (approach to Posey Tube)
- Estuary Water Shuttle to/from Oakland (bikes and pedestrians)
- Miller-Sweeney Bridge – A new multimodal lifeline structure, including bus-only lanes, bikeways and walkways
- Parking Management and Demand Based Parking Program

Long Term

- BART to Alameda
- Comprehensive Congestion Management, including a citywide AC Transit EasyPass Program, enhanced or free bus service and congestion pricing at estuary crossings
- Enhanced West End Estuary Crossing, including a new west end bicycle/pedestrian bridge or a Webster/Posey Tubes redesign (with bus lanes, bikeways and walkways)
- Free Bus Service or Free Bus Passes
- New Stargell Avenue Bus Service (serving the proposed Veterans Affairs Hospital and columbarium)

STRATEGY 2

IMPROVE MULTIMODAL ACCESS TO/FROM SAN FRANCISCO

WHAT IS THE ISSUE?

While the transit mode share of Alamedans commuting to/from San Francisco is high (78%), there may be some unmet demand from current residents who would like to use transit for these trips but cannot access these services. Additionally, new residents are attracted to Alameda for its good access to San Francisco as data show that an increase number of residents are commuting to San Francisco. Therefore, meeting the needs of residents with improved transit access is important in maintaining a high mode share for transit. While BART ridership between Alameda to San Francisco and carpooling have declined slightly in recent years, ridership on AC Transit Transbay buses and on SF Bay Ferries has grown. With ferry parking facilities at capacity and a future ferry terminal at Seaplane Lagoon opening in 2020, carpooling, transit, bicycle, and pedestrian access to the ferry terminals needs to be improved.

WHY IS IT IMPORTANT?

Because many Alamedans heading to/from San Francisco are willing to take transit, investing in improved access to ferry terminals, increased carpooling options and improved speed and reliability for AC Transit Transbay service will result in transit ridership growth and will capture new residents, employees, and visitors as riders. Expanding the existing casual carpool network to other areas will further increase transportation options to/from San Francisco. The high level of transit service to/from San Francisco is an amenity that draws many people to live, work and play in Alameda.

Photo by H. Der

PRIORITY PROJECTS AND ACTIONS

In Progress-Implementing

- AC Transit Line 21 Timed Connection to Ferry
- Consolidated Transportation Management Association for Alameda Point, Alameda Landing and Northern Waterfront areas
- Harbor Bay Ferry Terminal Access and Parking Management Improvements
- Main Street Ferry Terminal Access and Parking Management Improvements
- Maintain Ferry Service Levels from 2016 until December 2018
- Restored Northern Waterfront AC Transit Line 19
- Standardized TDM Requirements for Future New Developments

Near Term

- Casual Carpool Pickup Locations (expand program to other areas in Alameda)
- Cross Town Express Bus Service between the Main Street Ferry Terminal and Fruitvale BART (with limited stops) (will connect to local destinations including Webster St/ Park St shopping and schools)
- Transit Signal Priority (Enhanced traffic signals for Transbay buses based on real-time information and extending green time)
- AC Transit EasyPass Program Expansion

Mid Term

- Bicycle and Pedestrian Facility Gap Closures and Surface Improvements (Main Street bikeway gap closure by ferry terminal and Bay Farm Island Trail resurfacing)
- Bus Queue Jump Lanes, including on Island Drive and Eighth Street/Westline Drive (near Lower Washington Park)
- Constitution Way Carpool Lane (approach to Posey Tube)
- Ferry Vessel Maintenance, Improvements and Procurement
- Improved Freeway Access in Oakland
- Increase Frequency and Span of Service for Ferry Service
- Increase Frequency and Span of Service for Transbay Bus
- New Seaplane Lagoon Ferry Terminal (includes drop-off/ pick-up, bus stop and bicycle parking areas)
- Transit Center Improvements

Long Term

- BART to Alameda
- Comprehensive Congestion Management, including a citywide AC Transit EasyPass Program, enhanced or free bus service, and congestion pricing at estuary crossings
- Enhanced West End Estuary Crossing, including a new west end bicycle/pedestrian bridge or a Webster/Posey Tubes redesign (with bus lanes, bikeways and walkways)

STRATEGY 3

IMPROVE MULTIMODAL ACCESS WITHIN ALAMEDA

WHAT IS THE ISSUE?

Residents, students and employees who make trips within Alameda have multiple options for intra-island travel, but may not be aware of them, or may not feel those modes are convenient or comfortable, especially at night or in inclement weather or for certain trips, such as shopping or day care. Bus travel within the city can be unreliable, especially at peak times when congestion can cause poor schedule adherence. An incomplete bike network can make it challenging for people to travel by this mode, especially those without access to a car. Routes to some schools may seem daunting causing parents to drive their kids to/from school, adding to congestion and often leading to an increase in drive-alone commute trips.

WHY IS IT IMPORTANT?

Encouraging people to make short intra-island trips by bus, bicycle or walking can be an effective strategy given Alameda's flat topography and temperate climate. Promoting alternative modes for intra-island trips contributes to a higher quality of life for people who live and work in Alameda, and improves mobility for those who do not have a car or who may not have the ability to drive such as youth and seniors. It also can encourage trips to business districts, which can be congested or have limited available parking.

PRIORITY PROJECTS AND ACTIONS

In Progress-Implementing

- City-based Paratransit Program Improvements (including more frequent and rebranded shuttle open to the general public)
- Citywide Bicycle Parking Expansion
- Citywide Sidewalk Repair
- Cross Alameda Trail Construction
- Restored Northern Waterfront AC Transit Line 19
- Safe Routes to School Program (Countywide Program)

Near Term

- AC Transit Bunching Dispatcher (at Fruitvale BART station to ensure reliability)
- Bicycle Master Plan Update, Design Guidelines, and Vision Zero Planning
- Bus Stop Improvements (access, stop amenities, bulb outs, near-level boarding, concrete bus pads)
- Citywide Safe Routes to School Audit and Improvements
- Cross Town Express Bus Service between the Main Street Ferry Terminal and Fruitvale BART (with limited stops) (will connect to local destinations including Webster St/ Park St shopping and schools)
- Transit Signal Priority (Enhanced traffic signals for local buses based on real-time information and extending green time)
- Transportation Awareness Campaigns (travel options within Alameda)
- Parking Management and Shared Parking Lots
- Pedestrian Master Plan, Design Guidelines, and Vision Zero Planning
- AC Transit EasyPass Program Expansion

Mid Term

- Bicycle and Pedestrian Facility Gap Closures and Surface Improvements
- Bus Queue Jump Lanes, including on Stargell Avenue, Island Drive, and Eighth Street/Westline Drive (near Lower Washington Park)
- Increase service for local bus routes
- Complete Street Improvements on Central, Clement, Tilden, Stargell, Otis, and Mecartney
- Parking Management and Demand Based Parking Program
- Regional Bike Share
- Transit Center Improvements
- Increase Service For Local Bus Routes
- Vision Zero Implementation

Long Term

- Free Bus Service (or free bus passes)

STRATEGY 4

EFFECTIVELY MANAGE AND MONITOR TRANSPORTATION EFFORTS

WHAT IS THE ISSUE?

With multiple lead agencies, the City and the Transportation Management Association (TMA) carrying out transportation improvements, effectively managing and monitoring transportation programs is a complex task that needs ongoing resources to address transportation issues and evaluate performance. Additionally, it takes a larger staff to effectively implement projects from beginning to end, including planning, environmental, design and construction of transportation projects.

WHY IS IT IMPORTANT?

In addition to specific operational and capital improvements to transportation services and facilities, ongoing review and management of the transportation goals and strategies are necessary to make sure that projects and programs adequately reflect the needs of the community. By effectively managing transportation projects, continuing to seek funding, implementing the various stages of projects from plans and concepts to designs and construction and monitoring progress, the City will be able to meet its goals of reducing drive alone trips and of improving multimodal mobility.

PRIORITY PROJECTS AND ACTIONS

Near Term/On-Going

- Annual/bi-annual Review of Transportation Projects (Assess priorities and adjust based on performance monitoring and community issues)
- Best Practice Guidelines and Policies (Incorporate into project approval processes, including from transit operators and nationally such as from the National Association of City Transportation Officials (NACTO)
- Coordination with Transportation Partners (includes transit operators, adjacent jurisdictions, the private sector and the general public to align priorities, monies and expertise)
- Performance Monitoring, including:
  - Mode shift away from drive-alone trips in the three strategy areas (trips to/from Oakland BART, trips to/from San Francisco, and trips within Alameda)
  - Transit performance (reliability, max travel time)
  - Parking occupancy
  - TDM Programs participation and effectiveness
- Program Operations (Manage operations of transportation programs such as bicycle locker maintenance, ferry terminal maintenance and Paratransit Program)
- Project Funding Applications (Apply for local, state and federal funding for projects)
- Project Implementation (Project implementation through all the project stages--plans, concepts, designs and construction--with adequate public involvement and inter-departmental and multiple jurisdictional collaboration)
- Evaluate and improve staffing resources to effectively implement projects

PRIORITY PROJECTS AND ACTIONS

All priority projects and actions identified in strategies 1 through 3 are listed below. Projects related to transit are highlighted in blue, those related to bicycles and pedestrians are in green, and projects that are multimodal or related to other modes are purple.

These projects were evaluated based on effectiveness in meeting the goals and objectives, ease of implementation and cost. The evaluation includes the following:

- Effectiveness
  - High = high-impact project that meets many goals and objectives; benefits more people
  - Medium = adequately meets goals and objectives; mid-level benefits
  - Low = somewhat meets some goals and objectives; benefits fewer people
- Ease of Implementation
  - High = Easy to implement, few known barriers exist
  - Medium = Moderate implementation, some barriers may exist
  - Low = Difficult to implement, institutional or political barriers exist
- Cost
  - $ = <$1 Million
  - $$ = $1 to $3 Million
  - $$$ = $3 to $9 Million
  - $$$$ = >$9 Million

TRANSIT PROJECTS

Project Name and Description	Strategy 1: To/From Oakland	Strategy 2: To/From SF	Strategy 3: Within Alameda	Effectiveness in Meeting Goals	Ease of Implementation	Cost
Near Term: 1 to 3 Years						
1. AC Transit Bunching Dispatcher *Provides an AC Transit employee to serve as bunching dispatcher and schedule advisor at Fruitvale BART station to enable better adherence to schedule.*	✓		✓	Medium	Medium	$
2. Appezzato Parkway Dedicated Bus Lanes *Appezzato Parkway dedicated bus lanes (Webster Street to Main Street). Builds street infrastructure to ensure a fast and reliable bus service to/from Oakland. Included as part of Alameda Point mitigation program.*	✓			Medium	Medium	$$$
3. Bikes on Buses - Increase Capacity *Allows bikes inside buses through the Webster/Posey tubes on AC Transit Lines 19, 20 and 31 to increase the number of bicycles on board buses beyond the current limit of two or three bikes on bike racks. Install folding bike racks that hold up to three bicycles on all 40-foot long buses.*	✓			Low	Medium	$
4. Bus Stop Improvements *Improvements may include installations of bus stop amenities, improvements to street pavement at bus stops, bus pad or bulbouts, near-level platforms, expanded red curbs at stops and signs stating "right-turn only – buses exempt" before far side bus stops.*			✓	Medium	High	$-$$
5. Cross Town Express Bus Service *Provides cross-island bus route between Main Street Ferry Terminal and Fruitvale BART. This route could be used by ferry riders, students and by the general public for cross island trips and to access the ferry terminal and Fruitvale BART.*	✓	✓	✓	Medium	High	$$
6. Transit Signal Priority and Adaptive Traffic Signal Control *Enhances traffic signals - including transit signal priority and adaptive traffic signal control based on real-time information such as extending green time for buses.*	✓	✓	✓	Medium	Medium	$$
7. Transportation Awareness Campaigns *Creates transportation awareness, media and public relations campaigns. Includes website on transportation options.*	✓		✓	Medium	High	$
8. AC Transit EasyPass Program Expansion *Expands the EasyPass program for discounted bus passes to existing businesses and home owner association's.*	✓	✓	✓	Medium	Medium	$
Mid Term: 3 to 8 Years						
9. Alameda Point Bus Rapid Transit Service *Provides Alameda Point to 12th Street BART bus rapid transit service on Webster Street and Appezzato Parkway.*	✓			High	Medium	$$$

Project Name and Description	Strategy 1: To/From Oakland	Strategy 2: To/From SF	Strategy 3: Within Alameda	Effectiveness in Meeting Goals	Ease of Implementation	Cost
10. Bus Queue Jump Lanes on Stargell Avenue, Island Drive, and Eighth Street/Westline Drive *Constructs bus queue jumps on Stargell Avenue at Main Street and Fifth Street, on Island Drive from Mecartney Road to Doolittle Drive, and on Eighth Street/Westline Drive (near Lower Washington Park) and other potential locations.*	✓	✓	✓	Low - Medium	Medium	$$
11. Ferry Vessel Maintenance, Improvements and Procurement *Seeks capital funding to extend the life of the Encinal ferry vessel, which serves the Main Street Ferry Terminal. Acquires new vessels for replacement and additional service.*		✓		Medium	Medium	$$$
12. Increase Frequency and Span of Service for Ferry Service *Seeks capital funding for two new vessels to serve Alameda.*		✓		Medium	Medium	$$$$
13. Increase Frequency and Span of Service for Transbay Bus *Increases frequency and times of Transbay bus lines. Expands frequency and times of Lines O, OX and W between Alameda and San Francisco.*		✓		Medium	Medium	$$
14. New Seaplane Lagoon Ferry Terminal *Constructs new ferry terminal - Seaplane Lagoon/Alameda Point. Provides a new ferry terminal at the terminus of Appezzato Pkwy in Alameda Point.*		✓		High	Medium	$$$$
15. Transit Center Improvements *Improves transit centers at College of Alameda, Park Street, Bay Farm Island, Ferry Terminals, South Shore Center and other locations. Includes secure bicycle parking, seating, lighting, wayfinding, trash/recycling receptacles and shelters.*		✓	✓	Low	High	$
16. Increase Service For Local Bus Routes *Improves local bus service through increased bus frequencies, span of service (including express bus to Oakland). AC Transit lines 20, 21, and 31 would be specifically targeted for increased frequency.*	✓		✓	Medium	Medium	$$
Long Term: 8 + Years						
17. BART to Alameda *Works with BART on potential BART to Alameda as part of second transbay tube project. Coordinates with BART staff on potential for BART service to Alameda. Potential stops may include College of Alameda area, Alameda Point and Park Street area.*	✓	✓		High	Low	$$$$
18. Free Bus Service *Provides free bus service or free bus passes for trips to or within Alameda similar to Oakland's Broadway Shuttle paid for by parcel tax or congestion pricing at estuary crossings.*	✓		✓	Low	Medium	$$$-$$$$
19. Stargell Avenue Bus Service *Provides bus service along Stargell Avenue using bus queue jump lanes. Would provide service to the proposed Veterans Affairs hospital and columbarium.*	✓			Medium	Medium	$$

BICYCLE AND PEDESTRIAN PROJECTS

Project Name and Description	Strategy 1: To/From Oakland	Strategy 2: To/From SF	Strategy 3: Within Alameda	Effectiveness in Meeting Goals	Ease of Implementation	Cost
Near Term: 1 to 3 Years						
20. Bicycle Master Plan Update, Design Guidelines and Vision Zero Policy/Plan *Updates the Bicycle Master Plan. Identifies key bike gap closures and safety projects and develops implementation strategies. Adopts NACTO bicycle design guidelines for bicycle facility best practices and a policy to eliminate severe injury and fatal collisions.*			✓	Low	High	$
21. Pedestrian Master Plan Update, Design Guidelines and Vision Zero Policy/Plan *Updates the Pedestrian Master Plan to identify key pedestrian gap closures and safety projects and develops implementation strategies. Adopts NACTO pedestrian design guidelines for pedestrian facility best practices and a policy to eliminate severe injury and fatal collisions.*			✓	Low	High	$
Mid Term: 3 to 8 Years						
22. Bicycle and Pedestrian Facility Gap Closures and Surface Improvements *Includes multiple bicycle projects citywide including Blanding Avenue Bikeway, Main Street (potential near term), Neptune Park Path, Bayview Path Feasibility Study, Alameda Point Bay Trail, and path resurfacing (Shoreline, Main Street, and Bay Farm Bay Trail).*		✓	✓	Medium	Medium	$$$
23. Complete Street Improvements on Central, Clement, Tilden, Stargell, Otis, and Mecartney. *Constructs Complete Street on Central Avenue, Clement Avenue, Tilden Way, Stargell Avenue, and Otis Drive. May install bikeways, reduced motor vehicle travel lanes, pedestrian improvements, and realigned streets. Mecartney Road bike lanes (Island Dr-Maitland Dr).*			✓	Medium	Medium	$$$$
24. Estuary Water Shuttle to/from Oakland (bikes and pedestrians) *Begins an Estuary water taxi - a water shuttle service between Oakland (Brooklyn Basin or Jack London Square) and the City of Alameda's Northern Waterfront/Alameda Landing.*	✓			Low	Low	$$$
25. Regional Bike Share *Implements Bike Share as part of the Regional Bike Share Program. Provides public bicycles that are available as short-term rentals.*			✓	Low	Medium	$
26. Vision Zero Implementation *Implements a vision zero policy and plan. Establishes a goal to have zero transportation-related fatalities and severe injuries by a specific date.*			✓	High	High	$$
Long Term: 8 + Years						
Enhanced West End Estuary Crossing *See #36 for description.*	✓	✓		High	Low	$$$$

MULTIMODAL PROJECTS

Project Name and Description	Strategy 1: To/From Oakland	Strategy 2: To/From SF	Strategy 3: Within Alameda	Effectiveness in Meeting Goals	Ease of Implementation	Cost
Near Term 1 to 3 Years						
27. Casual Carpool Pickup Locations *Identifies more locations for casual carpool formation such as Santa Clara Avenue at Grand Street; Pavilion Park & Ride on Island Drive; Mecartney Road/Island Drive area; South Shore Center area; Nob Hill shopping area; Marina Village shopping area.*		✓		Low	High	$
28. Parking Management and Shared Parking Lots *Establishes shared parking program and continues coordination with TNC's and carsharing companies. Considers and implements loading zones, accessible on-street parking spaces and motorcycle parking and updates the pricing schedule. Develop a 10-year parking plan to ensure 85% occupancy of parking spaces on each block and considers implications of autonomous vehicles on parking demand. Considers a demonstrative autonomous vehicle bus service program.*	✓		✓	Low	High	$
29. TDM Partnerships with Existing Businesses *Establishes partnerships with business associations, neighborhood associations, and others. Encourages private employers to explore potential of autonomous vehicles in addressing their company needs.*	✓			High	Medium	$
30. Citywide Safe Routes to School Audit and Improvements *Expands Safe Routes to School Program for all schools - public and private - as part of the City of Alameda's Vision Zero planning. Performs an audit on school access/egress at all schools in Alameda.*			✓	High	Medium	$$
Mid Term: 3 to 8 Years						
31. Constitution Way Carpool Lane *Constructs a carpool lane on Constitution Way to bypass traffic approaching the Posey Tube.*	✓	✓		High	Medium	$
32. Improved Freeway Access in Oakland *Improves freeway access in Oakland by the tubes.*		✓		Low	Low	$$$$
33. Miller-Sweeney Bridge - A new multimodal lifeline structure, including bus-only lanes, bikeways and walkways *Constructs Miller-Sweeney Multimodal Lifeline Bridge with bus-only lanes, bikeways and walkways.*	✓			High	Medium	$$$$
34. Parking Management and Demand Based Parking Program *Implements demand based parking pricing and continues coordination with TNC's and carsharing companies related to curb management. Provides additional charges for congested times to create more on-street parking space availability for commercial patrons with a goal of 85 percent occupancy. May also include priority parking for carpools.*	✓		✓	Medium	High	$
Long Term: 8 + Years						
35. Comprehensive Congestion Management *Congestion management as a contingency measure for bridge/tube closure may include a citywide AC Transit EasyPass Program, free bus service paid for by congestion pricing at estuary crossings or parcel tax.*	✓	✓		High	Low	Unknown
36. Enhanced West End Estuary Crossing *May include one of the following:* *(1) Webster/Posey Tubes Redesign (with bus lanes, bikeways and walkways): Construction of the Webster/Posey Tube replacement with transit lanes and dedicated bikeways and walkways. If replacement of tubes occurs, this design would help ensure that they function after a major seismic event and to improve bicycle, pedestrian and bus access.* *(2) New West End Bicycle/Pedestrian Bridge: Construction of a bicycle and pedestrian bridge across the estuary in the West End of Alameda connecting near Jack London Square in Oakland, if Coast Guard constraints and restrictions are resolved.*	✓	✓		High	Low	$$$$

DRAFT PRIORITY PROJECTS AND ACTIONS

Transit Projects
- New Transit Route
- Bus Queue Jump/Bus Lane

Bicycle/Pedestrian Projects
- Bicycle/Pedestrian Connection
- Complete Street

Multimodal Projects
- Multimodal Connection
- Carpool Connection
- Major Retail Areas
- Priority Development Areas
- Parks & Open Space
- Ferry Routes