

CHAPTER 3



Photo source: CDM Smith

PRIORITY STRATEGIES

CHAPTER 3: PRIORITY STRATEGIES

PRIORITY STRATEGIES OVERVIEW AND APPROACH

Based on the findings in the previous Existing Conditions chapter, Alameda is expected to see more drive alone trips unless community members are provided with better transportation options and change their travel behavior. The Priority Strategies chapter focuses on what could be done to reduce the amount of expected drive alone trips entering and leaving Alameda and to increase the share of walking, bicycling and transit trips within Alameda and meet the stated goals of this plan. While long-term projects are discussed and explored, the plan focuses primarily on projects that can be implemented over the next 15 years, many of which are already underway. The priority strategies (see Figure 19) include groups of projects focused on addressing specific issues impacting transportation, and are grouped by the goals of the plan.

As summarized in Tables 7 and 8, each priority strategy includes:

- The specific transportation issues it addresses;
- The specific projects and programs included within the strategy; and
- The strategy's ability to meet the plan's two goals.

The evaluation of how the priority strategies meet the two goals is provided within this chapter with evaluation criteria related to mode share targets, climate change, equity, and safety. Each specific project and program is described in more detail later in this chapter.

Long-term projects are identified as part of our visioning for future projects, but are not included in the evaluation for meeting the goals because most would not likely be implemented by 2030. The eventual implementation of any or all of these projects could significantly help the City meet or exceed the goals.

Figure 19: Priority Strategies Overview

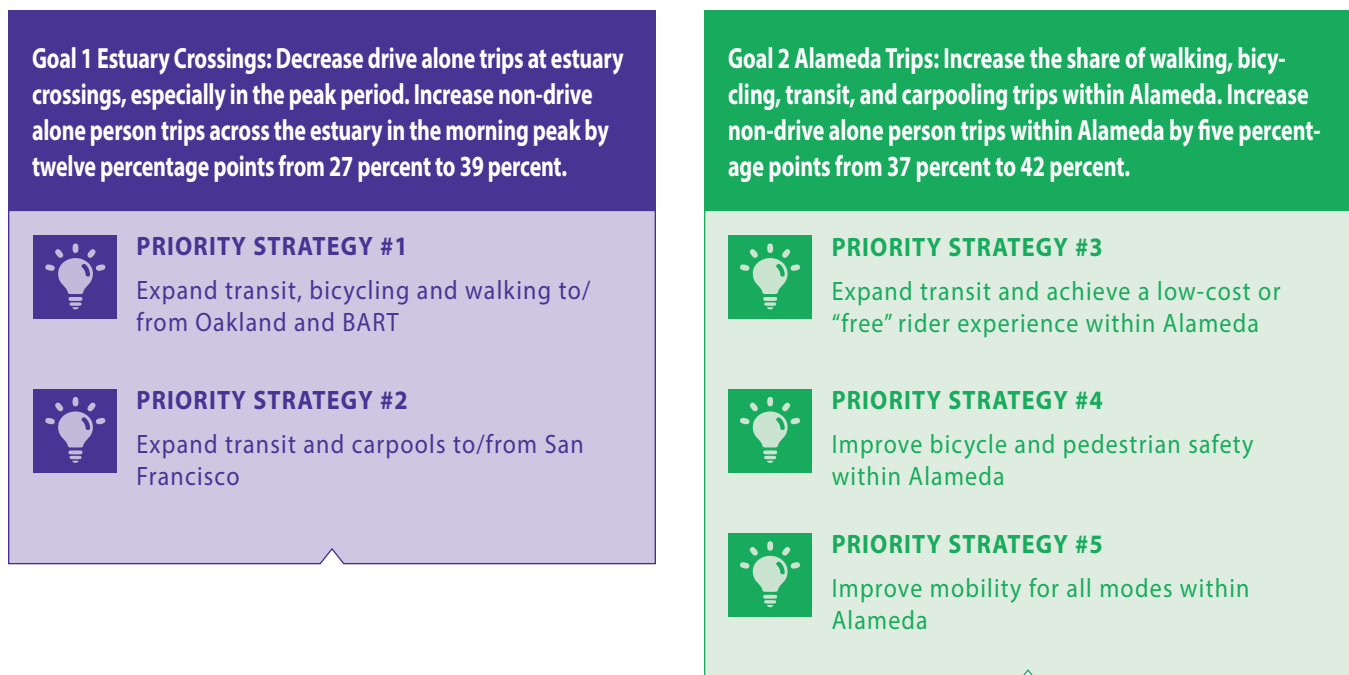




Table 7: Strategy Framework for Estuary Crossings Goal

Goal 1 Estuary Crossings: Decrease drive alone trips at estuary crossings, especially in the peak period. Increase non-drive alone person trips across the estuary in the morning peak by twelve percentage points from 27 percent to 39 percent.		
Priority Strategy	Projects and Programs	
Priority Strategy 1: Expand transit, bicycling and walking to/from Oakland and BART	<ul style="list-style-type: none"> Alameda Shuttle Exploration Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan Estuary Water Shuttle Crossing and WETA Ferries to Oakland Pedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan Alameda Point Bus Rapid Transit Service Bikes in Buses through Webster/Posey Tubes Increase Frequency and Span of Service for Local Bus Routes 	<p>Projects and Programs that apply to both Strategies 1 and 2</p> <ul style="list-style-type: none"> Bus Stop Improvements Westline Drive Bus Lane Transit Signal Priority Transportation Awareness Campaign Transportation Partnerships with Existing Businesses and Residents Citywide Transportation Management Association EasyPass Expansion & Expanded TDM Participation Faster Line 51A Bus Service Miller-Sweeney Multimodal Lifeline Bridge Regional Transit Hub Connector Bus Service TDM Ordinance Update
Priority Strategy 2: Expand transit and carpools to/from San Francisco	<ul style="list-style-type: none"> Casual Carpool Additional Pickup Locations Constitution Way Carpool Lane Crosstown Express Bus Service Harbor Bay Ferry Terminal Access and Parking Management Improvements Increase Frequency and Span of Service for Transbay Bus Service Main Street Ferry Terminal Access and Parking Management Improvements New Seaplane Lagoon Ferry Terminal & Service 	
Evaluation Results	An increase in non-drive alone person trips from 5,200 to 7,700 during the weekday AM peak hour, increasing non-drive alone mode share from 27 to 39 percent can be met by implementing the proposed strategies.	
Priority Strategies 1 & 2 – Long Term (not part of evaluation since the expected completion is beyond the time horizon of the plan; included as part of vision and to ensure implementation)	<p>Long-term Projects and Programs</p> <ul style="list-style-type: none"> BART to Alameda Comprehensive Congestion Management Citywide EasyPass Expansion Increase Frequency to 15-minute Maximum for Local Bus Routes Congestion Pricing or Parcel Tax New Transit/Bike/Pedestrian Lifeline Tube Webster/Posey Multimodal Lifeline Tubes West End Bicycle/Pedestrian Bridge 	

Table 8: Strategy Framework for Within Alameda Goal

Goal 2 Alameda Trips: Increase the share of walking, bicycling, bus and carpool trips within Alameda. Increase non-drive alone person trips within Alameda by five percentage points from 37 percent to 42 percent.		
Priority Strategy	Projects and Programs	
Priority Strategy 3: Expand transit and achieve a low-cost or “free” rider experience within Alameda	<ul style="list-style-type: none">Alameda Shuttle ExplorationBus Stop improvementsWestline Drive Bus LaneTransit Signal PriorityCitywide Safe Routes to School Audits and ImprovementsCitywide Transportation Management AssociationCrosstown Express Bus ServiceEasyPass Expansion & Expanded TDM ParticipationFaster Line 51A Bus ServiceIncrease Frequency and Span of Service for Local Bus RoutesIncrease Frequency and Span of Service for Transbay Bus Service	<p>Projects and Programs that apply to both Strategies 3, 4, and 5:</p> <ul style="list-style-type: none">Citywide Safe Routes to School Audits and ImprovementsCitywide Transportation Management AssociationVision Zero Safety Improvements and Traffic Calming
Priority Strategy 4: Improve bicycle and pedestrian safety within Alameda	<ul style="list-style-type: none">Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/PlanPedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/PlanBicycle and Pedestrian Corridor ImprovementsBike Share	
Priority Strategy 5: Improve mobility for all modes within Alameda	<ul style="list-style-type: none">Parking ManagementParking Policies for New DevelopmentShared Ride Service for Seniors and People with DisabilitiesTransportation Awareness CampaignTransportation Partnerships with Existing Businesses and ResidencesNew Technologies and InnovationsTDM Ordinance UpdateVision Zero Safety Improvements and Traffic Calming	
Evaluation Results	An increase in non-drive alone person trips from 24,200 to 27,500 during typical weekdays, increasing non-drive alone mode share to 37 to 42 percent can be met by implementing the proposed strategies.	
Long-Term Priority Strategies 3, 4, and 5 – Long Term (not part of evaluation since the expected completion is beyond the time horizon of the plan; included as part of vision and to ensure implementation)	Comprehensive Congestion Management <ul style="list-style-type: none">Citywide EasyPass ExpansionIncrease Frequency to 15-minute Maximum for Local Bus RoutesCongestion Pricing or Parcel Tax	



PRIORITY STRATEGY #1: EXPAND TRANSIT, BICYCLING AND WALKING TO/FROM OAKLAND AND BART

Downtown Alameda is less than four miles from downtown Oakland and a short distance from three Oakland BART stations (Fruitvale, Lake Merritt, and downtown Oakland). Nevertheless, more than 70 percent of Alameda residents drive alone to Oakland. Combined with increasing traffic along Interstate-880, the car-centric daily commute results in traffic congestion at bridge and tube crossings. Expected growth in population and jobs will worsen congestion if transportation remains status quo. Furthermore, it is difficult to cross the estuary to/from Oakland for people on a bike or walking, especially in the west end where the only option is a narrow pathway through the Webster/Posey Tubes.

This strategy improves access to/from Oakland and BART so as to offer residents, employees and visitors fast, safe, and reliable options now and for years to come. Concurrently, the projects and programs in this strategy also will make it attractive for employees in Alameda to shift to transit, bicycling and carpooling.

➔ KEY ISSUES

The following are key issues to be addressed by this strategy:

1. **Bus speeds to Oakland need to be faster.** Congestion slows bus speeds to/from Oakland.
2. **Buses to Oakland and BART need to be more reliable and frequent.** Buses are not as reliable and frequent compared to driving. In the telephone survey, 40 percent of drive alone survey respondents stated that “transit service is not frequent enough” as one reason why the respondent drives to work.
3. **Boosting public perception and awareness of public bus options will help increase ridership.** Currently, there is a lack of public awareness and a poor perception of public transit. Coupled with improved transportation options, an awareness campaign will educate and empower community members to choose more sustainable ways of traveling.
4. **Including existing residences and business in TDM programs will increase their reach and effectiveness.** Discount bus pass programs need to be available to more Alameda residents and employees. Most TDM transit incentive tools are focused on new development and existing developments do not have program participation options. Expanding participation to existing businesses and residential areas will help them gain access to more transportation options such as discounted bus passes.
5. **Improving estuary crossing access through Webster/Posey Tubes for people bicycling will make it easier to bike across the estuary.** Due to the narrow pathway within the Webster/Posey tubes, it is difficult and uncomfortable to use.
6. **Improve bicycle and pedestrian access to and over bridges.** Connections across bridges connecting to/from Oakland can be difficult with narrow walkways and no bicycle lanes.

➔ RELATED PROJECTS AND PROGRAMS

The following are related projects and programs that address the key issues of this strategy:

- **Alameda Shuttle Exploration.** This project involves conducting an evaluation by City transportation staff, in consultation with the Alameda community, AC Transit, and shuttle experts, of the requirements for implementation of a free, frequent citywide shuttle system with connections to BART and the ferry terminals. Shuttle costs and funding requirements as well as phasing opportunities will be explored.
- **Alameda Point Bus Rapid Transit Service.** This project will provide bus service with 15-minute peak frequency and the construction of bus-only lanes on Appezzato Parkway, a major east-west thoroughfare, between Webster Street and Main Street.
- **Bicycle and Pedestrian Corridor Improvements.** This project will close gaps in the current bicycle and pedestrian network.
- **Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan.** This effort will update the City's Bicycle Master Plan (adopted 2010), including updating the vision, goals and policies, identifying bicycle network gaps, prioritizing projects, and developing implementation and funding strategies that promote bicycling.
- **Bikes in Buses through Webster/Posey Tubes.** This effort will involve working with AC Transit to allow bikes inside buses through the Webster/Posey tubes
- **Bus Stop Improvements.** This project will improve bus stops to enhance rider comfort and the speed of buses at stops.
- **Citywide Transportation Management Association.** This effort will establish a combined Transportation Management Association (TMA) to administer TDM programs throughout the City.
- **EasyPass Expansion.** This improvement will expand the EasyPass program for discounted bus passes beyond new developments and the current participants to existing businesses, residents, and homeowner associations (HOAs).
- **Estuary Water Shuttle Crossing and WETA Ferries to Oakland.** This improvement will provide a water shuttle (or water taxi) for bicyclists and pedestrians across the estuary.
- **Faster Line 51A Bus Service: This project will improve the speed of Line 51A bus service by buses alternating or skipping stops or by acting similar to a rapid such as 72R and only stopping at key destinations.**
- **Increase Frequency and Span of Service for Local Bus Routes.** This project will provide increased service frequencies and span for local bus routes serving Alameda and Oakland.
- **Westline Drive Bus Lane.** This project will include the installation of a bus lane along a key segment to allow buses to bypass traffic.
- **Miller-Sweeney Multimodal Lifeline Bridge.** This improvement will incorporate multimodal designs for the reconstruction of the Miller-Sweeney Bridge Lifeline Bridge, including bus-only lanes, bikeways and walkways.
- **Pedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan.** This effort will update the City's Pedestrian Master Plan (adopted in 2009), including updating the vision, goals and policies, identifying pedestrian gaps, prioritizing projects, and developing implementation and funding strategies.
- **Regional Transit Hub Connector Bus Service.** This new service will provide a cross-island bus route with 20-minute peak frequency between the Main Street Ferry Terminal and Fruitvale BART.
- **Shared Ride Service for Seniors and People with Disabilities.** Alameda will consider subsidizing shared rides for seniors and people with disabilities either with traditional taxi companies or TNCs.
- **TDM Ordinance Update.** This improvement will update the existing TDM Ordinance to reflect revised standards, phasing, and tools.
- **Transit Signal Priority.** This effort involves the installation of transit signal priority (TSP) around Alameda to improve the performance of buses.
- **Transportation Awareness Campaign.** This improvement will increase transportation awareness in Alameda through media and public relations campaigns.
- **Transportation Partnerships with Existing Businesses and Residences.** Expand the reach of TDM programs by partnering with existing businesses and residences to offer incentives.

Note: Additional project details provided in Chapter 4.



PRIORITY STRATEGY #2: EXPAND TRANSIT AND CARPOOLS TO/FROM SAN FRANCISCO

The transit mode share of Alameda residents commuting to/from San Francisco is high (78 percent); however, these transit options are often congested and are not expected to meet future demand. AC Transit Transbay buses and WETA ferries have experienced growth in ridership resulting in Transbay buses and ferry parking facilities that are at capacity and a renewed interest in improving access to the existing and proposed ferry terminals. Expanding the existing carpool network and transit services, and improving access to ferry terminals will ensure continued growth in transit ridership.



Photo source: CDM Smith, Inc.

➔ KEY ISSUES

The following are key issues to be addressed by this strategy:

1. **Accommodate more people commuting to/from San Francisco.** Between 2010 and 2014, travel between Alameda and San Francisco has increased with 1,700 more people living in Alameda and working in San Francisco.
2. **Transit, bicycle and pedestrian access to ferry terminals needs to be improved.** Since the ferry terminals are located in the far extremes of Alameda, improved access is needed to make it easier to take the ferry.
3. **Boosting awareness of transportation options will help increase transit ridership and carpooling.** There is a lack of public awareness of transit and carpooling options to/from San Francisco.
4. **Transbay bus speeds need to be faster.** Slow speeds for Transbay buses is in part caused by traffic congestion at estuary crossings.
5. **Providing carpool lanes and more pickup spots will make it easier to carpool.** Carpooling to San Francisco occurs at “casual carpool” formal stops on Santa Clara Avenue in the west end and on Encinal Avenue in downtown Alameda and informally at bus stops along Transbay lines. New carpool services such as Scoop and Waze allow carpool passengers and drivers to find matches on third-party apps.



→ RELATED PROJECTS AND PROGRAMS

The following are related projects and programs that address the key issues of this strategy:

- **Bus Stop Improvements.** This project will improve bus stops to enhance rider comfort and the speed of buses at stops.
- **Casual Carpool Additional Pickup Locations.** This improvement identifies additional locations for casual carpool where commuters can meet and continue on their trip.
- **Citywide Transportation Management Association.** This effort will establish a combined Transportation Management Association (TMA) to administer TDM programs throughout the City.
- **Constitution Way Carpool Lane.** This improvement will create a carpool lane for three or more occupants in a vehicle on Constitution Way to bypass traffic approaching the Posey Tube.
- **Crosstown Express Bus Service.** This new service will provide a cross-island bus route with 20-minute peak frequency between the Main Street Ferry Terminal and Harbor Bay.
- **EasyPass Expansion.** This improvement will expand the EasyPass program for discounted bus passes beyond new developments and the current participants to existing businesses, residents, and homeowner associations (HOAs).
- **Faster Line 51A Bus Service.** This project will improve the speed of Line 51A bus service by buses alternating or skipping stops or by acting similar to a rapid such as 72R and only stopping at key destinations.
- **Harbor Bay Ferry Terminal Access and Parking Management Improvements.** This effort will improve multimodal access to the station and appropriately managing parking will help increase ridership and minimize neighborhood impacts.
- **Increase Frequency and Span of Service for Ferry Service.** The improvement will provide increased peak frequency and expanded span of service for ferry service, consistent with WETA's 15/30 Strategic Plan.
- **Increase Frequency and Span of Service for Transbay Bus Service.** The improvement will increase the frequency and span of service for Transbay buses.
- **Westline Drive Bus Lane.** This project will include the installation of a bus lane along a key segment to allow buses to bypass traffic.
- **Main Street Ferry Terminal Access and Parking Management Improvements.** This effort will improve multimodal access to the station and appropriately managing parking will help increase ridership.
- **Miller-Sweeney Multimodal Lifeline Bridge.** This improvement will incorporate multimodal designs for the reconstruction of the Miller-Sweeney Bridge Lifeline Bridge, including bus-only lanes, bikeways and walkways.
- **New Seaplane Lagoon Ferry Terminal and Service.** This project will provide ferry access to residents of the growing West Alameda neighborhood, including Alameda Point.
- **Regional Transit Hub Connector Bus Service.** This new service will provide a cross-island bus route with 20-minute peak frequency between the Main Street Ferry Terminal and Fruitvale BART.
- **TDM Ordinance Update.** This improvement will update the existing TDM Ordinance to reflect revised standards, phasing, and tools.
- **Transit Signal Priority.** This effort involves the installation of transit signal priority (TSP) around Alameda to improve the performance of buses.
- **Transportation Awareness Campaign.** This improvement will increase transportation awareness in Alameda through media and public relations campaigns.
- **Transportation Partnerships with Existing Businesses and Residences.** Expand the reach of TDM programs by partnering with existing businesses and residences to offer incentives, discounted bus passes, and information.

Note: Additional project details provided in Chapter 4.



PRIORITY STRATEGY #3: EXPAND TRANSIT AND ACHIEVE A LOW-COST OR “FREE” RIDER EXPERIENCE WITHIN ALAMEDA

The current mode share of people riding the bus within Alameda is 5 percent for commuters and 2.6 percent of all trips (2015 AC Transit ridership, 2010 CTPP). The bus network is underutilized because there is a lack of awareness about bus options, and riding the bus is perceived as inconvenient, uncomfortable, and unreliable. Improving bus service can make Alameda safer and more welcoming to people who live, work, learn and visit in Alameda. Offering bus pass discounts promote bus use by creating a low-cost or “free” rider experience.



Photo source: City of Alameda

➔ KEY ISSUES

The following are key issues to be addressed by this strategy:

1. **Bus speeds within Alameda need to be faster with more direct routes.** Congestion and frequent bus stops contribute to slow bus speeds and limit the viability of buses as an alternative mode to people who typically drive. Bus travel between some parts of Alameda require multiple transfers, which can be time-consuming.
2. **Buses within Alameda need to be more reliable and frequent and with a longer span of service.** Infrequent buses, reliability issues caused by congestion, and limited span of service can make it inconvenient to use the bus.
3. **Boosting public perception and awareness of public bus options will help increase ridership.** There is a lack of public awareness and poor perception of using bus service within Alameda. Coupled with improved transit options, an awareness campaign will educate and empower community members to choose transit.
4. **Including existing residents and businesses in TDM programs will increase their reach and effectiveness.** Discount bus pass programs need to be available to more Alameda residents and employees. Most TDM transit incentive tools are focused on new development and existing developments do not have program participation options. Expanding participation to existing businesses and residential areas will help them gain access to more transportation options such as discounted bus passes.
5. **Improving affordable door-to-door options for seniors and people with disabilities.** New shared ride services such as LyftLine, UberPOOL or a taxi equivalent could be subsidized to provide seniors and people with disabilities with more affordable door-to-door options.

→ RELATED PROJECTS AND PROGRAMS

The following are related projects and programs that address the key issues of this strategy:

- **Alameda Shuttle Exploration.** This project involves conducting an evaluation by City transportation staff, in consultation with the Alameda community, AC Transit, and shuttle experts, of the requirements for implementation of a free, frequent citywide shuttle system with connections to BART and the ferry terminals. Shuttle costs and funding requirements as well as phasing opportunities will be explored.
- **Alameda Point Bus Rapid Transit Service.** This project will provide bus service with 15-minute peak frequency and the construction of bus-only lanes on Appezzato Parkway, a major east-west thoroughfare, between Webster Street and Main Street.
- **Bus Stop Improvements.** This project will improve bus stops to enhance rider comfort and the speed of buses at stops.
- **Citywide Safe Routes to School Audits and Improvements.** This improvement will build on the countywide Safe Routes to School Program for all schools, including public and private, to reduce vehicle trips to and from schools, and to improve safety around schools.
- **Citywide Transportation Management Association.** This effort will establish a combined Transportation Management Association (TMA) to administer TDM programs throughout the City.
- **Crosstown Express Bus Service.** This new service will provide a cross-island bus route with 20-minute peak frequency between the Main Street Ferry Terminal and Harbor Bay.
- **EasyPass Expansion.** This improvement will expand the EasyPass program for discounted bus passes beyond new developments and the current participants to existing businesses, residents, and homeowner associations (HOAs).
- **Faster Line 51A Bus Service.** This project will improve the speed of Line 51A bus service by buses alternating or skipping stops or by acting similar to a rapid such as 72R and only stopping at key destinations.
- **Increase Frequency and Span of Service for Local Bus Routes.** This project will provide increased service frequencies and span for local bus routes serving Alameda and Oakland.
- **Increase Frequency and Span of Service for Transbay Bus Service.** The improvement will increase the frequency and span of service for Transbay buses.
- **Westline Drive Bus Lane.** This project will include the installation of a bus lane along a key segment to allow buses to bypass traffic.
- **Transit Signal Priority.** This effort involves the installation of transit signal priority (TSP) around Alameda to improve the performance of buses.

Note: Additional project details provided in Chapter 4.



PRIORITY STRATEGY #4: IMPROVE BICYCLE AND PEDESTRIAN SAFETY WITHIN ALAMEDA

The mode share of people walking or bicycling is estimated to be 15 percent for commute trips and 18 percent for all trips (2010 CTPP). Alameda has a robust network of sidewalks and paths for people interested in walking whereas the bicycle network in Alameda is incomplete in places. For commuting, 15 percent of people who live and work within Alameda commute by walking or bicycling. The perception of safety for bicycling is that most Alamedans are interested but concerned due to the lack of bicycling infrastructure. The safety concerns for people walking relate mainly to street crossings at intersections with visibility issues and speeding by motorists as common complaints. Gaps in accessible routes with the need for improved curb ramps, sidewalk repairs and enhanced signals make travel for individuals with disabilities unnecessarily difficult.



Photo source: CDM Smith

➔ KEY ISSUES

The following are key issues to be addressed by this strategy:

1. **Bicycle and pedestrian safety is a key concern for Alamedans.** Alamedans are “interested but concerned” about bicycling and want more bikeways with 31 percent of public survey respondents stating that poor safety for bicyclists is an issue. For pedestrian safety, 24 percent of respondents stated that it is a “major issue” or an “issue.” The gaps in the bicycle and pedestrian networks need to be connected.
2. **Bicycle and pedestrian plans and design guidance need to be updated.** The bicycle and pedestrian master plans provide guidance and standards on the location and design of routes throughout the city. These documents need to be updated to include current needs and best practices.
3. **Visitors and commuters to Alameda need access to bicycles within Alameda.** Alameda does not currently participate in any bike share programs and people arriving to Alameda do not have access to temporary or rental bicycles, which are common now in Oakland and San Francisco.

→ RELATED PROJECTS AND PROGRAMS

The following are related projects and programs that address the key issues of this strategy:

- **Bicycle and Pedestrian Corridor Improvements.** This project will close gaps in the current bicycle and pedestrian network.
- **Bicycle Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan.** This effort will update the City's Bicycle Master Plan (adopted 2010), including updating the vision, goals and policies, identifying bicycle network gaps, prioritizing projects, and developing implementation and funding strategies that promote bicycling.
- **Bike Share.** This improvement will implement a bike share program as part of the Regional Bike Share Program or as part of a standalone dockless bike share system for Alameda.
- **Citywide Safe Routes to School Audits and Improvements.** This improvement will build on the countywide Safe Routes to School Program for all schools, including public and private, to reduce vehicle trips to and from schools, and to improve safety around schools.
- **Citywide Transportation Management Association.** This effort will establish a combined Transportation Management Association (TMA) to administer TDM programs throughout the City.
- **Pedestrian Master Plan and Design Guidelines Update and Vision Zero Safety Policy/Plan.** This effort will update the City's Pedestrian Master Plan (adopted in 2009), including updating the vision, goals and policies, identifying pedestrian gaps, prioritizing projects, and developing implementation and funding strategies.
- **Vision Zero Safety Improvements and Traffic Calming.** This improvement will increase safety through several capital improvements, including new bikeways, reduced vehicle travel lanes, pedestrian improvements, and realigned streets.

Note: Additional project details provided in Chapter 4.



PRIORITY STRATEGY #5: IMPROVE MOBILITY FOR ALL MODES WITHIN ALAMEDA

This strategy relates to issues that impact mobility for more than one mode within Alameda, including traffic calming, safe routes to school, transportation technology and parking management. For traffic calming, speed is a contributing factor to severe injuries and fatalities, which are avoidable with improved streets designed foremost to reduce speeds. According to the National Highway Traffic Safety Administration, a person who is hit while walking in a 30 miles per hour (mph) zone is three times more likely to die than someone walking and hit in a 25 mph zone. Most of Alameda streets have a maximum speed limit of 25 mph, which is an ideal speed for the comfort of all street users including people who drive, walk or bike. Nevertheless, parents often choose to drive their children to school because there are limited alternatives, speeding issues or there is a perception of safety concerns. Through traffic calming and creating safer school routes, car congestion around schools will be alleviated as more children walk or bike to/from school without adult supervision.

Transportation technology has played a key role in shaping the way we live and is expected to continue to do so at an even faster pace with new carpooling and ride hailing apps and the introduction of connected and autonomous vehicles as prominent examples. By staying informed, educating

community members and upgrading infrastructure, Alameda will be able to take advantage of these new technologies so as to improve safety and access or to reduce traffic congestion, greenhouse gas emissions and heat island impacts.

An example of technology advances is parking management with the new parking apps, dynamic parking pricing capabilities and enforcement processes. Currently in Alameda, there is an abundance of free or low-cost parking in many parts of Alameda, thus incentivizing driving. In business districts, areas of high parking demand can exceed supply, which in turn limits customer access and causes congestion by drivers looking for a parking space. Regulated parking using new technologies will reduce incentives to driving, will make parking more available so as to achieve the City's goal of 85 percent parking occupancy on every block, will reduce congestion, and will generate income for the city through parking fees, which will provide more revenue for additional services such as more street trees, sidewalk repair or police enforcement. Best practices cities such as San Francisco have achieved their occupancy goals with demand based parking – charging more for high demand parking spots at peak times. Other best practices include new technologies for payment systems, enforcement and drivers to show parking availability.

➔ KEY ISSUES

The following are key issues to be addressed by this strategy:

1. **An overarching policy for improving safety needs to be adopted.** The City does not currently have a Vision Zero policy, which prioritizes safety on streets and public rights-of-way and works to eliminate severe injury and fatal collisions.
2. **Speeding and safety issues at key locations need to be addressed.** Central Avenue, Clement Avenue, Tilden Way, Stargell Avenue, Main Street and Otis Drive have been identified for roadway safety or traffic calming improvements.
3. **Infrastructure for new transportation technologies needs to be planned for and implemented within Alameda.** Staying informed, educating community members and adapting to new transportation technologies will help the city meet its goals of improving safety, providing more transportation options and reducing our carbon footprint.

Key issues continued on next page.

➔ KEY ISSUES (Continued)

1. **Bicycling, walking, carpooling, and bus access to schools needs to be improved.** Significant bottlenecks form during morning and afternoon school drop-off and pick-up times, especially at local magnet and charter schools that have a citywide enrollment. A total of 35 percent of telephone respondents stated that traffic from drop-off or pick-up at schools is an issue.
2. **Parking management needs to be implemented to ensure parking supply and demand are balanced.** There is an abundance of free or low-priced parking in many parts of Alameda, thus making it attractive to drive. The City's policies support parking management and pricing with a goal of 85 percent parking occupancy on any given block. A total of 65 percent of telephone respondents stated that free parking is a key reason why they choose to drive to work.

➔ RELATED PROJECTS AND PROGRAMS

The following are related projects and programs that address the key issues of this strategy:

- **Citywide Safe Routes to School Audits and Improvements.** This improvement will build on the countywide Safe Routes to School Program for all schools, including public and private, to reduce vehicle trips to and from schools, and to improve safety around schools.
- **Citywide Transportation Management Association.** This effort will establish a combined Transportation Management Association (TMA) to administer TDM programs throughout the City.
- **New Technologies and Innovations.** This effort will develop a policy and implementation plan for incorporating new technology upgrades, including connected vehicle and automated vehicle technology and improving traffic signals to incorporate the latest best practices.
- **Parking Management.** This effort includes establishing a parking management program with techniques to improve parking efficiency, effectively manage parking resources, and adapt to changing travel behavior.
- **Parking Policies for New Development.** New policies may include unbundling parking, parking cash-out programs, priced off-street parking, and review of current zoning requirements.
- **Shared Ride Service for Seniors and People with Disabilities.** Alameda will consider subsidizing shared rides for seniors and people with disabilities either with traditional taxi companies or TNCs.
- **TDM Ordinance Update.** This improvement will update the existing TDM Ordinance to reflect revised standards, phasing, and tools.
- **Transportation Awareness Campaign.** This improvement will increase transportation awareness in Alameda through media and public relations campaigns.
- **Transportation Partnerships with Existing Businesses and Residences.** Expand the reach of TDM programs by partnering with existing businesses and residences to offer incentives, discounted bus passes, and information.
- **Vision Zero Safety Improvements and Traffic Calming.** This improvement will increase safety through several capital improvements, including new bikeways, reduced vehicle travel lanes, pedestrian improvements, and realigned streets.

Note: Additional project details provided in Chapter 4.



EVALUATION

Near-term and mid-term projects and programs were evaluated based on their relative effectiveness related to mode shift, climate change, equity, safety, and cost. Transit, bicycle/pedestrian, TDM, and multimodal improvements were evaluated using the below evaluation criteria to gauge if proposed improvements and strategies meet the goals and objectives.

- **Mode Shift:** Measure shift from drive alone to other modes
- **Climate Change:** Assess the impact on greenhouse gas emissions
- **Equity:** Assess the impact on ADA compliance, low income and minority populations
- **Safety:** Assess the impact on safety for all street users

The evaluation shows that mode shift targets can be met with implementation of the recommended projects and programs. Additionally, the projects and programs contribute to greenhouse gas reductions, provide an equitable distribution of improvements, and improve safety.

Long-term projects were not included in the evaluation for meeting the goals because most would not likely be implemented by 2030. The eventual implementation of any or all of these projects could significantly help the City meet or exceed the goals.

Summary of Findings

Regarding mode shift, implementation of the projects and programs would meet or exceed mode share targets.

- **Goal 1 Estuary Crossings:** An increase in non-drive alone person trips from 5,200 to 7,700 during the weekday AM peak hour, increasing non-drive alone mode share from 27 to 39 percent can be met by implementing the proposed strategy.
- **Goal 2 Within Alameda:** An increase in non-drive alone person trips from 24,200 to 27,500 during typical weekdays, increasing non-drive alone mode share to 37 to 42 percent can be met by implementing the proposed strategy.

The recommended improvements will contribute to reductions in CO₂ emissions based on fewer drive alone trips and vehicle miles traveled (VMT) of those choosing to bicycle, walk, take transit, or carpool instead of driving alone.

- Annual reduction of between 5,900 and 14,000 metric tons of carbon dioxide, which represents 2.7 to 6.6 percent reduction from 2010 levels of carbon dioxide produced by transportation activities (Alameda Climate Action Plan, 2010). The Climate Action Plan goal was to reduce the 2005 level of emissions by 25 percent by the year 2020. Fifty two percent of the total emissions come from transportation sources. With the implementation of the projects and programs in the Transportation Choices Plan, transportation emissions will be reduced incrementally throughout the life of the plan. By 2025, the Action Plan goal of a 25 percent reduction should be achieved.

As part of the evaluation process, proposed projects were analyzed for their potential impact on minority and low income Alameda residents.

- 14 of 27 projects (52 percent) improve access for areas with higher concentrations of minority populations and/or concentrations of low-income populations.

Projects and programs were assessed to determine if they contribute to safety improvements for walking, bicycling, carpooling, or taking transit.

- 11 of 30 projects (37 percent) will include safety improvements and 100 percent of projects will adhere to best practices for safety in design standards.