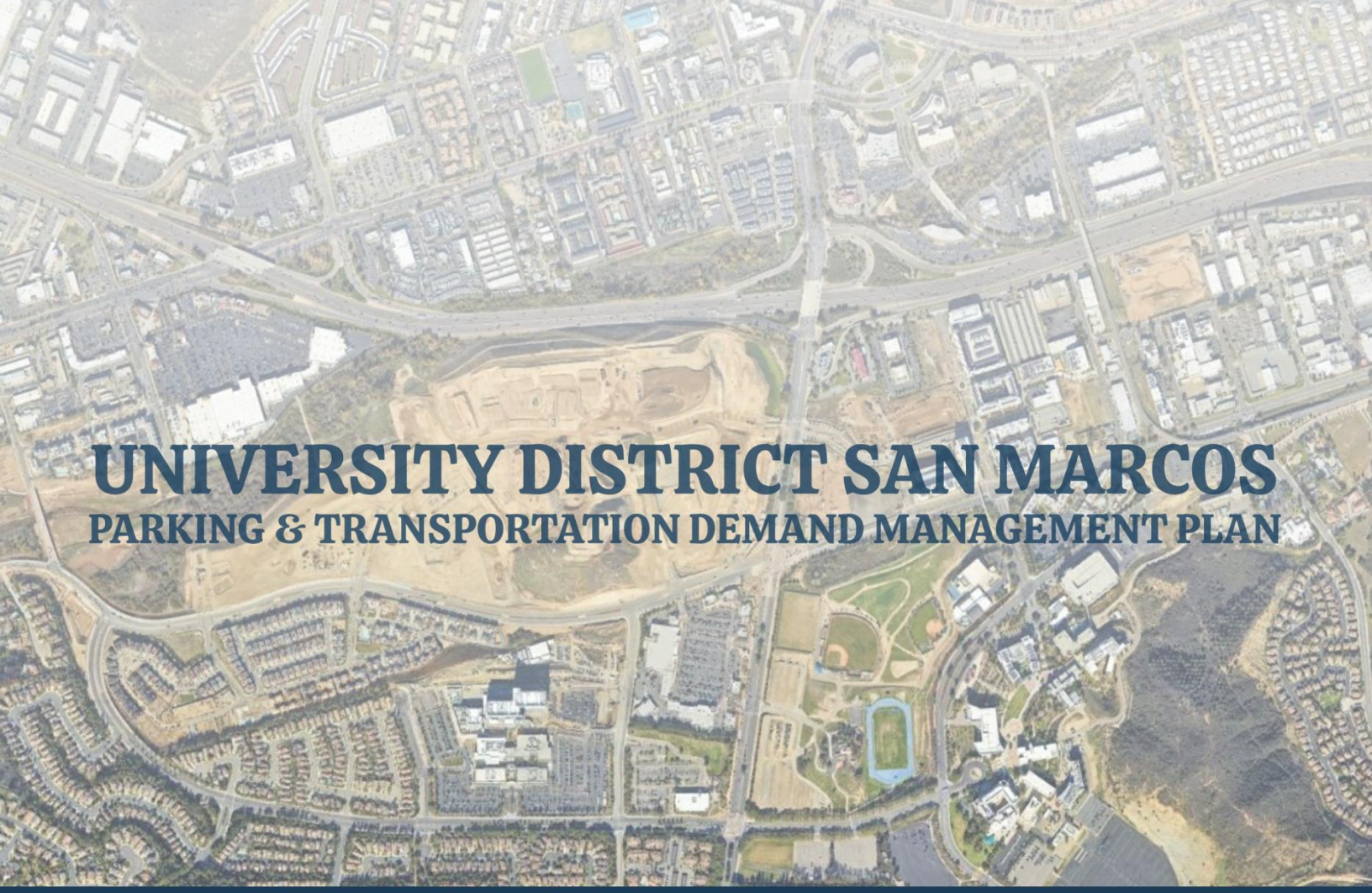
ATTACHMENT H

UNIVERSITY DISTRICT SPECIFIC PLAN (UDSP)
TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN



UNIVERSITY DISTRICT SAN MARCOS

PARKING & TRANSPORTATION DEMAND MANAGEMENT PLAN

Prepared For: North City Urban Villages

Project Number: 000125
Date: September 4, 2025

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TDM Plan Purpose and Applicability

This Transportation Demand Management (TDM) Plan has been prepared to support the implementation of the University District Specific Plan (UDSP) and is intended to align with the City of San Marcos' TDM Ordinance and Guidelines.

The TDM Plan establishes a framework of mandatory and optional strategies designed to reduce single-occupancy vehicle (SOV) trips, promote multi-modal transportation options, and support a more sustainable and connected urban environment. The strategies outlined herein are applicable to all new development projects within the University District Specific Plan area—regardless of ownership or location—and are intended to guide future entitlement and implementation efforts across the district. In addition, this Plan establishes a point-based framework for "other strategies" that are unique to the UDSP and integral to promoting alternative modes of travel, ensuring these district-specific measures are formally recognized and incorporated into future project-level evaluations.

While the TDM strategies are designed to function at a district-wide scale, implementation details may vary based on the location, design, and access conditions of individual development projects. In particular, shared amenities such as centralized parking garages or showers may not be accessible to all sites. In such cases, projects will be required to either:

- Demonstrate approved access to shared TDM amenities, or
- Implement equivalent, self-contained strategies on-site to earn TDM points.

The City may also consider approval of alternative strategies that are not explicitly listed in the City's TDM Guidelines, provided that they meet the goals of the ordinance and are documented and evaluated for point credit. Ongoing coordination with City Planning staff is encouraged to validate strategy selection and ensure compliance.

Project-Specific Implementation Summary

This document includes a summary of mandatory and optional TDM strategies being implemented as part of the to the University District Specific Plan (UDSP) area. This TDM Plan establishes a district-wide framework of strategies to reduce vehicle trips and promote alternative modes of travel.

Individual projects moving forward will be required to demonstrate compliance with the City's TDM Ordinance and may do so in one of two ways:

1. Utilize the implementation checklist included in **Appendix B** to show how UDSP strategies will be incorporated on a project-by-project basis, or
2. Prepare a separate TDM Plan aligned with the City's TDM Policy and Ordinance.

Exhibits are also included to:

- Show the boundaries of the University District Specific Plan area and identify the specific project site covered under this TDM implementation (Please see **Figure 1.2**, & **Figure 1.3**)
- Illustrate the location and distribution of each TDM strategy across the site (e.g., bike parking, wayfinding signage, parking management) (Please see **Figure 2.2**, **Figure 2.3**, & **Figure 2.9**)

If projects choose to utilize the implementation checklist included herein, they may select from the following menu of strategies. These strategies are an integral part of the TDM program within the UDSP and are either part of the comprehensive plan or reference in policies.

The table on the following page summarizes these strategies, including their corresponding policy numbers, implementation status within the University District, and applicable point values.

	Transportation Demand Management Strategies	Points
	Mandatory Strategies	
01	On-Site TDM Coordinator	mandatory
02	On-Site Information Center for Transportation Alternatives	mandatory
03	Pedestrian Access with Internal and External Connections and Sidewalk Connections	mandatory
04	Project Frontage Improvements	mandatory
05	Wayfinding Signage	mandatory
06	Secure Bike Parking Spaces/Racks	mandatory
	Optional Strategies	
07	Transit Passes or Subsidies	1-5 points
09	Reserved Parking for Carpool, Vanpool, Carshare, and/or Park-and-Ride	1 point
10	Bike Repair Station	1 point
12	Showers and Lockers	1 point
20	Unbundled Parking	1 point
24	Mixed Use Development with On-Site Amenities/Services	1-2 points
27	Low-Cost Off-Site Transit Stop Amenities and Upgrades	1 point per feature
	Other Strategies	
29A	Transit-Oriented Development	2 points
29B	Comprhensive Pedestrian and Bicycle Network	2-5+ points
29C	Pursue a "Park Once" Strategy	1-3 points
29D	Reduce Minimum Parking Requirements	1 point
29E	Offer Employees a Special Rate on Housing for Living in the District	3 points
29F	Other Strategies Not Listed	TBD

1.0 Introduction

This document serves as an updated version of the *San Marcos University District Parking & Transportation Demand Management Plan*, originally prepared by Nelson\Nygaard Consulting Associates and published in January 2009. The original report was commissioned to establish a comprehensive parking and transportation strategy for the University District, a mixed-use neighborhood planned just north of Cal State San Marcos.

The original Nelson\Nygaard report was based on a preliminary traffic assessment prepared by RBF Consulting. Since then, several updates have occurred. Urban Systems Associates, Inc. was commissioned by North City Urban Villages to conduct a comprehensive transportation analysis of the greater University District area—the *May 19, 2022 University District Local Transportation Analysis (UDSM LTA)*—which encompassed both the East and West sides of Twin Oaks Valley Road. This study revised and updated land use assumptions and incorporated changes to the roadway network, resulting in a more robust and current understanding of the University District's transportation dynamics.

Urban Systems Associates, Inc. worked in conjunction with City partners and staff to develop project and network assumptions based on current buildout and approvals to provide to SANDAG officials for Activity Based Model (ABM) runs. The SANDAG Series 13 2035 City of San Marcos University District Scenario E and SANDAG Series 13 2050 City of San Marcos University District model runs are included within Appendix F and G of the *May 19, 2022 University District Local Transportation Analysis (UDSM LTA)*.

Urban Systems Associates, Inc. has now been commissioned by North City Urban Villages to prepare this updated Transportation Demand Management (TDM) Plan. Some of the structure, content, and foundational language in this document has been adopted from the January 2009

Nelson\Nygaard report and revised to reflect the most current transportation planning methodologies, TDM strategies, and policy frameworks.

The University District Specific Plan (UDSP) epitomizes smart growth by emphasizing walkable, bikeable, and transit-accessible development within a compact, mixed-use urban framework. It includes a range of housing types—including affordable housing options—and features a variety of shopping, dining, entertainment, and employment uses, alongside public spaces and green areas. By design, the UDSP integrates land use and transportation planning in a way that exemplifies TDM principles and actively reduces reliance on single-occupancy vehicle travel.

This update aligns with the City of San Marcos' recently adopted Transportation Demand Management Ordinance (Chapter 20.360 of the San Marcos Municipal Code) and accompanying TDM Policy, both of which were developed in accordance with the Climate Action Plan (CAP), which was adopted by the City of San Marcos in December 2020. The CAP sets a target to reduce greenhouse gas (GHG) emissions by 42% below 2012 levels by 2030. This TDM Plan update aims to support those goals through implementation of both mandatory and optional TDM strategies that promote multimodal transportation options and reduce vehicle miles traveled (VMT) in the University District.

San Marcos' University District is a vibrant urban mixed-use neighborhood on a site just to the north of Cal State San Marcos on both the east and west side of Twin Oaks Valley Road. It has been specifically designed to reduce reliance on single-occupancy vehicles through the incorporation of innovative planning concepts and multi-modal transportation features. When the plan was originally adopted in 2009, it included a robust Parking and Transportation Demand Management Plan, and all UDSP projects developed since have been required to demonstrate compliance with that framework.

Following the adoption of the City's TDM Ordinance and Policy, the UDSP TDM Plan required updating to reflect the most current strategies and policy context. The purpose of this report is to identify the TDM measures implemented by the University District and to document how the UDSP not only meets—but exceeds—the point thresholds required under the City's TDM Ordinance.

Additionally, this Plan clarifies how future individual projects will continue to implement and comply with the mandatory and optional TDM strategies through the development review process.

In this document, we discuss the following subject matter:

- A description of the project.
- A description and graphical representation of Existing Conditions
- A description of existing and proposed transit service in and near the project site.
- Six (6) mandatory transportation demand management strategies
- Additional strategies aimed at reducing vehicle trips and parking demand including a description of strategy elements, feasibility, and evidence regarding their effectiveness in reducing vehicle trips and parking demand to satisfy the required 10 point minimum per the City of San Marcos TDM Policy.
- An implementation, monitoring, and reporting plan that outlines different approaches to managing vehicle trips and makes recommendations on the best way to ensure results.

1.1 Project Overview & Setting

The greater University District area is located on the east and west frontage of Twin Oaks Valley Road between SR-78 and Discovery Street/Barham Drive; the Specific Plan area is often referred to in terms of the east side or west side. Both east and west University District are generally bounded by the SR-78 freeway to the north, Discovery Street/Barham Drive to the South, Grand Avenue to the west and the Sprinter rail line to the east. It also sits directly north of Cal State University San Marcos (CSUSM). The University District Specific Plan (UDSP) calls for the development of 3,400 residential units, 345,000 square feet of retail/commercial space, 250 hotel rooms, 920,000 square feet of general office space, 200,000 square feet of medical office space, 5,000 square feet of civic/community space, a planned elementary school accommodating 850 students, and a variety of parks, open space, and trails.

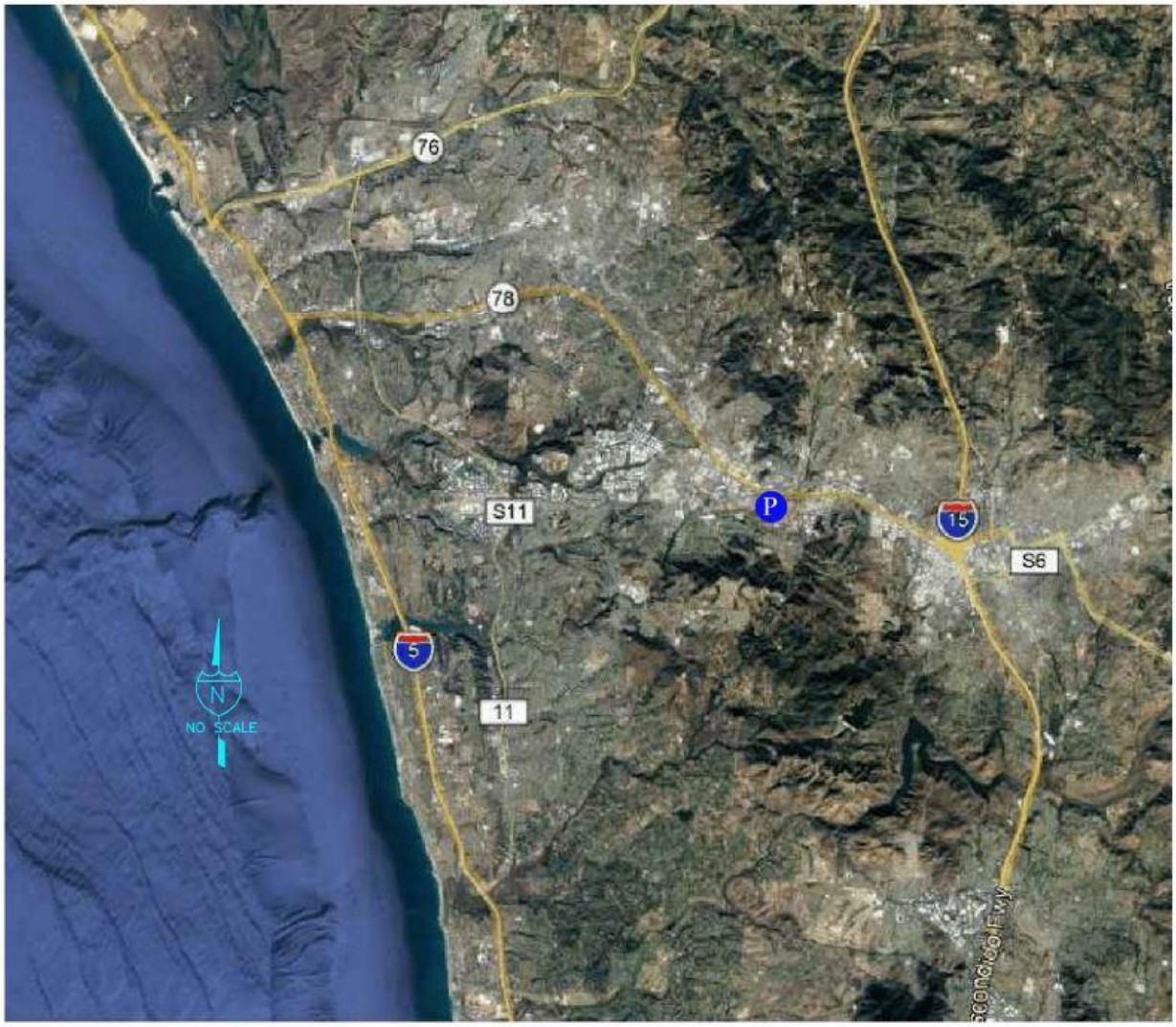
Please refer to **Table 1.1** for a Land Use Summary Table, **Figure 1.1** for a project vicinity map, **Figure 1.2** for the Specific Plan Area, **Figure 1.3** for the adopted Circulation Network, and **Figure 1.4** for the Existing Development Patterns.

Table 1.1: Land Use Summary

Land Use Description	*Unit Type*	*West Side*	*East Side*	*Total*
Residential Units[1]	Units	1,460	1,140	2,600
Student Housing	Units	0	800	800
Hotel[3]	Rooms	120	130	250
General Office	SF	300,000	620,000	920,000
Medical Office	SF	150,000	50,000	200,000
Retail/Commercial	SF	40,000	305,000	345,000
Civic/Community	SF	5,000	0	5,000
Parks/Urban Open Space	Acres	20.58-24.58	6.55	27.13-31.13
Urban Trails/Paths	Miles	1.38	0	1.38
Habitat Preservation	Acres	15.10	0	15.10
Public Streets[2]	Acres	13	9	22

[1] 15% of residential units to be set aside for affordable housing.
[2] Includes public streets, adjacent sidewalks, and segment of Twin Oaks Valley Road within project boundary.
[3] In 2025, the Specific Plan was formally amended to transfer an existing hotel with 69 rooms from the Heart of the City to the University District. Since that hotel was previously analyzed and constructed under a different plan, those rooms are not included in the summary above.

Figure 1.1: Project Vicinity Map



Legend

P Project Location

Figure 1.2: Specific Plan Area

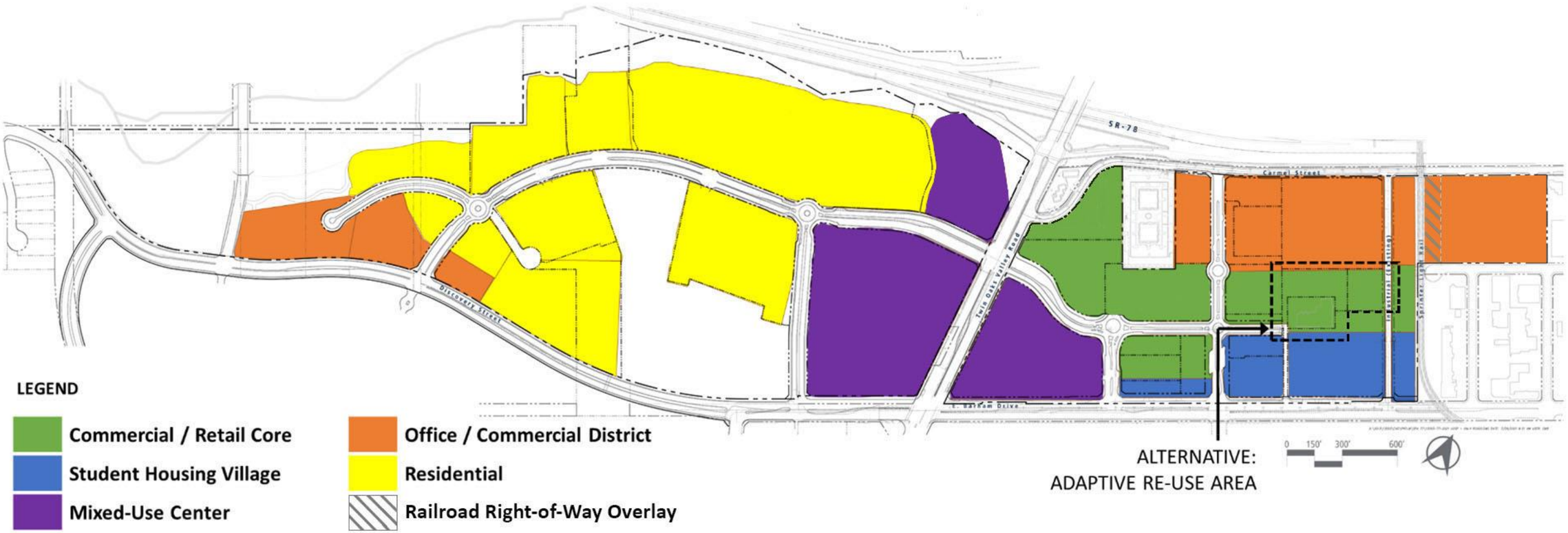
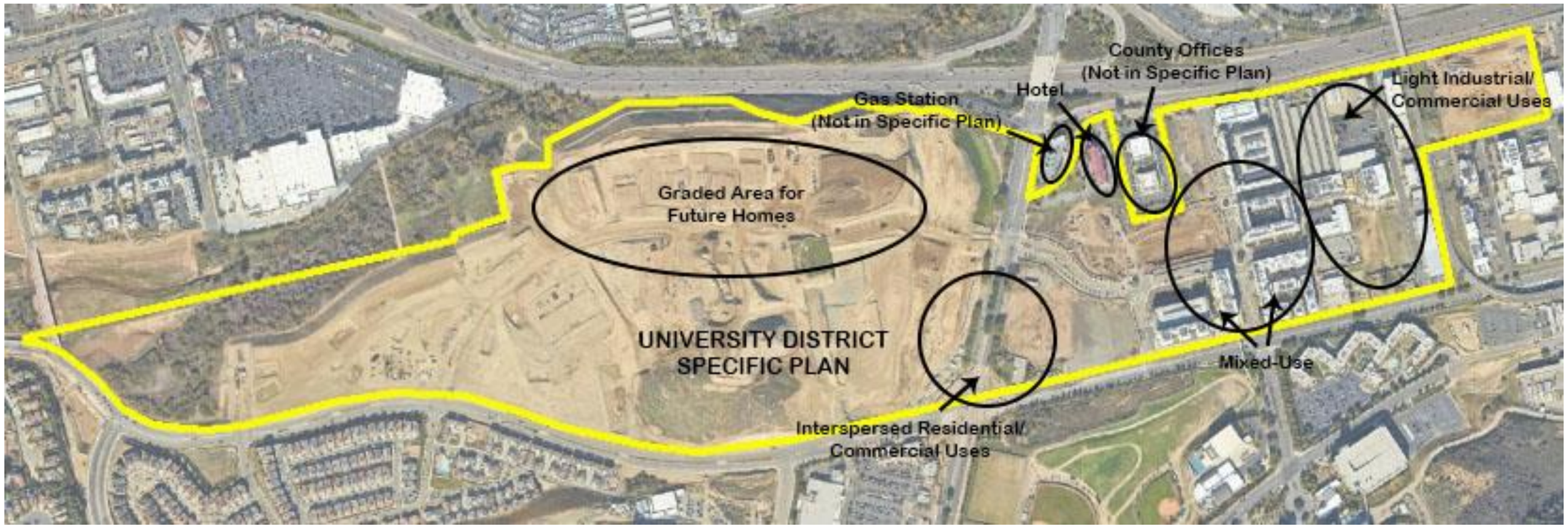


Figure 1.3: Circulation Network

Figure 1.4: Existing Development Patterns



1.2 Existing Roadway Conditions

This section presents a description of the University District's existing roadway networks.

External Street System:

Barham Drive begins where Discovery Street ends as it intersects with Twin Oaks Valley Road. It begins as a six lane Prime Arterial and reduces to a four lane Major Arterial east of Campus Way. Barham Drive then transitions into a three-lane collector which continues to the SR-78 eastbound on ramp. East of the on ramp, Barham Drive further reduces into a two-lane collector.

Bent Avenue is a two-lane collector that travels from the north to the south. Located on the south side of SR-78, Bent Avenue begins where it meets with Grand Avenue. Southbound, Bent Avenue ends at Discovery Street near Craven Road, which heads eastbound where it meets Twin Oaks Valley Road.

Craven Road is a four lane Major Arterial that begins near where Bent Avenue ends and turns a sharp east towards where it meets with Twin Oaks Valley Road. As Craven Road crosses Twin Oaks Valley Road, it turns into the southwest side of Campus Way, providing access to California State University San Marcos.

Discovery Street is classified as a Major Arterial, with a roadway width that ranges from two to six lanes. It originates at W San Marcos Boulevard and travels south before curving west at the intersection with La Sombra Drive. The roadway expands from two to four lanes at Via Vera Cruz and six lanes as it approaches Twin Oaks Valley Road, continuing westward until it transitioning into E Barham Drive.

Rush Drive is a three lane Secondary Arterial that travels northward from Craven Road and end at Discovery Street.

San Marcos Boulevard is a Major Arterial ranging from four to five lanes traveling east to west as San Marcos Boulevard approaches SR-78. San Marcos Boulevard provides direct access to and from both directions of SR-78 when traveling in either direction. Freeway off ramps provide travelers with direct access to San Marcos Boulevard from both sides.

Twin Oaks Valley Road is a Prime Arterial ranging from six to eight lanes as it travels north, towards SR-78. Access is provided to and from SR-78 in both directions. From there, Twin Oaks Valley Road continues north as a six lane Prime Arterial until it passes San Marcos Boulevard. Beyond San Marcos Boulevard, Twin Oaks Valley Road reduces to a four lane Major Arterial and continues north and passes Richmar Avenue and Borden Avenue.

Internal Street System:

The internal street system of the University District is divided into two distinct parts: East and West of South Twin Oaks Valley Road. These roadways serve as the primary internal circulation network supporting multimodal connectivity and access throughout the development.

University District East:

Campus Way is a two-lane collector that extends north from Cal State San Marcos (CSUSM), crossing Barham Drive into University District East. It intersects with North City Drive and continues north to connect with Carmel Street, serving as a primary south-to-north access route with an emphasis on campus connectivity.

Carmel Street is a two-lane collector located north of the University District, adjacent to the SR-78 freeway. It ranges from two to four lanes and supports east-west travel, connecting via a right-in/right-out intersection at Twin Oaks Valley Road at and travels east until it veers south and turns into Hill Street, which terminates at East Barham Drive.

June Way is the first street east of South Twin Oaks Valley Road. It functions as a two-lane collector and intersects with Barham Drive at a T-intersection, providing access into the eastern portion of University District.

North City Drive (east) serves as a major east-west central collector within the University District. East of Twin Oaks Valley Road, it extends into University District East and acts as the central spine for circulation, intersecting with several north-south streets including June Way, Campus Way, and Redel Road.

Redel Road is a local street accessible only by eastbound traffic on Barham Drive. It travels north into the district, intersecting North City Drive and continuing past one city block before terminating at a pedestrian and fire access route that loops back to North City Drive. Its primary function is to provide localized access within University District East.

University District West:

Amperage Drive branches off from North City Drive and contributes to the internal grid by offering localized access within the district's western sector.

Molecular Drive / Bunsen Street are adjoining roads intersect with North City Drive and provide local circulation within University District West. They serve as neighborhood connectors and help distribute traffic to internal parcels.

North City Drive (west) is a two-lane collector that continues west of South Twin Oaks Valley Road, providing a connection between the internal street network of University District West and Discovery Street. It facilitates circulation within the district while linking local streets to the external arterial network. The roadway veers southeast before terminating at Discovery Street.

Street A is a two-lane collector that connects North City Drive to Discovery between Rush Drive and South Twin Oaks Valley Road, along Discovery Street, facilitating north-to-south movement within University District East.

Variable Road is another internal street that intersects with North City Drive and supports short-range travel and access within University District West. It is internally connected to West City Court, further enhancing local circulation and connectivity.

West City Court is a local street intersecting North City Drive on the west side of the University District. It provides access to adjacent properties and contributes to the walkability of the area. West City Court is internally connected to Variable Road, creating an additional circulation route within the western portion of the district.

1.3 Transit Service – Existing and Proposed

The University District is a transit-oriented development that is located within close proximity of commuter rail, bus, and on-demand, shared ride transit services. The availability of public transit options has fed into the overall design of the Specific Plan area.

SPRINTER Service

The University District is located near two SPRINTER rail stations (San Marcos Civic Center and Cal State San Marcos). In addition, existing and proposed shuttle routes provide easy access from the site to other centers of employment and retail, and CSU San Marcos is within easy walking distance.

Source: North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024.

The SPRINTER is a hybrid rail service operated by the North County Transit District (NCTD) that runs between the cities of Escondido and Oceanside. Key service characteristics of the SPRINTER include:

- 15 station stops along the corridor.
- A total travel time of approximately 53 minutes for a full-length, one-way trip
- 30-minute service frequency in both eastbound and westbound directions, seven days a week
- Late-night service available on Fridays and Saturdays

Proximity to both the San Marcos Civic Center Station and Cal State San Marcos Station provides residents, employees, and visitors of the University District with convenient access to regional destinations along the State Route 78 corridor.

Please see **Table 1.2** for a comprehensive list of SPRINTER stations in order of eastbound travel and **Figure 1.5** for an illustration of SPRINTER service. This map was obtained from the *North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024*.

Table 1.2: Sprinter Stations

SPRINTER STATIONS	
Oceanside Transit Center	195 S. Tremont Street, Oceanside, CA 92054
Coast Highway Station	1304 ½ S. Tremont Street, Oceanside, CA 92054
Crouch Street Station	609 Crouch Street, Oceanside, CA 92054
El Camino Real Station	1505 El Camino Real, Oceanside, CA 92054
Rancho Del Oro Station	3513 Oceanside Boulevard, Oceanside, CA 92056
College Boulevard Station	4103 ½ Oceanside Boulevard, Oceanside, CA 92056 *No overnight parking.*
Melrose Drive Station	1495 ½ N. Melrose Drive, Oceanside, CA 92056
Vista Transit Center	240 N. Santa Fe Road., Vista, CA 92083
Civic Center-Vista Station	810 Phillips Street, Vista, CA 92083
Buena Creek Station	1923 Buena Creek Road, San Diego, CA 92084
Palomar College Station	1142 W. Armorlite Drive, San Marcos, CA 92069 *Free parking behind the station, accessible from Armorlite Drive, just west of the Bingham Drive intersection.*
San Marcos Civic Center Station	40 W. San Marcos Boulevard, San Marcos, CA 92069 *No parking available.*
Cal State San Marcos Station	410 La Moree Road, San Marcos, CA 92069 *No parking available.*
Nordahl Road Station	2121 Barham Drive, Escondido, CA 92025
Escondido Transit Center	796 W. Valley Parkway, Escondido, CA 92025

Source: North County Transit District System Map, October 2024.

Figure 1.5: Sprinter Service

BREEZE Bus Routes

The North County Transit District (NCTD) currently runs three bus lines Near the University District—Route 305, 347, and 353—which all run at an hourly basis.

Please see **Figure 1.6** for NCTD Route 305: Escondido to Vista via Mission Rd. & S. Santa Fe Ave., **Figure 1.7** for NCTD Route 347: Cal State San Marcos to Palomar College, and **Figure 1.8** for NCTD Route 353: Escondido Transit Center to Nordahl Marketplace via Citracado Pkwy. These maps were obtained from the *North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024*.

Source: *North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024.*

Figure 1.6: NCTD Route 305: Escondido to Vista via Mission Rd. & S. Santa Fe Ave.

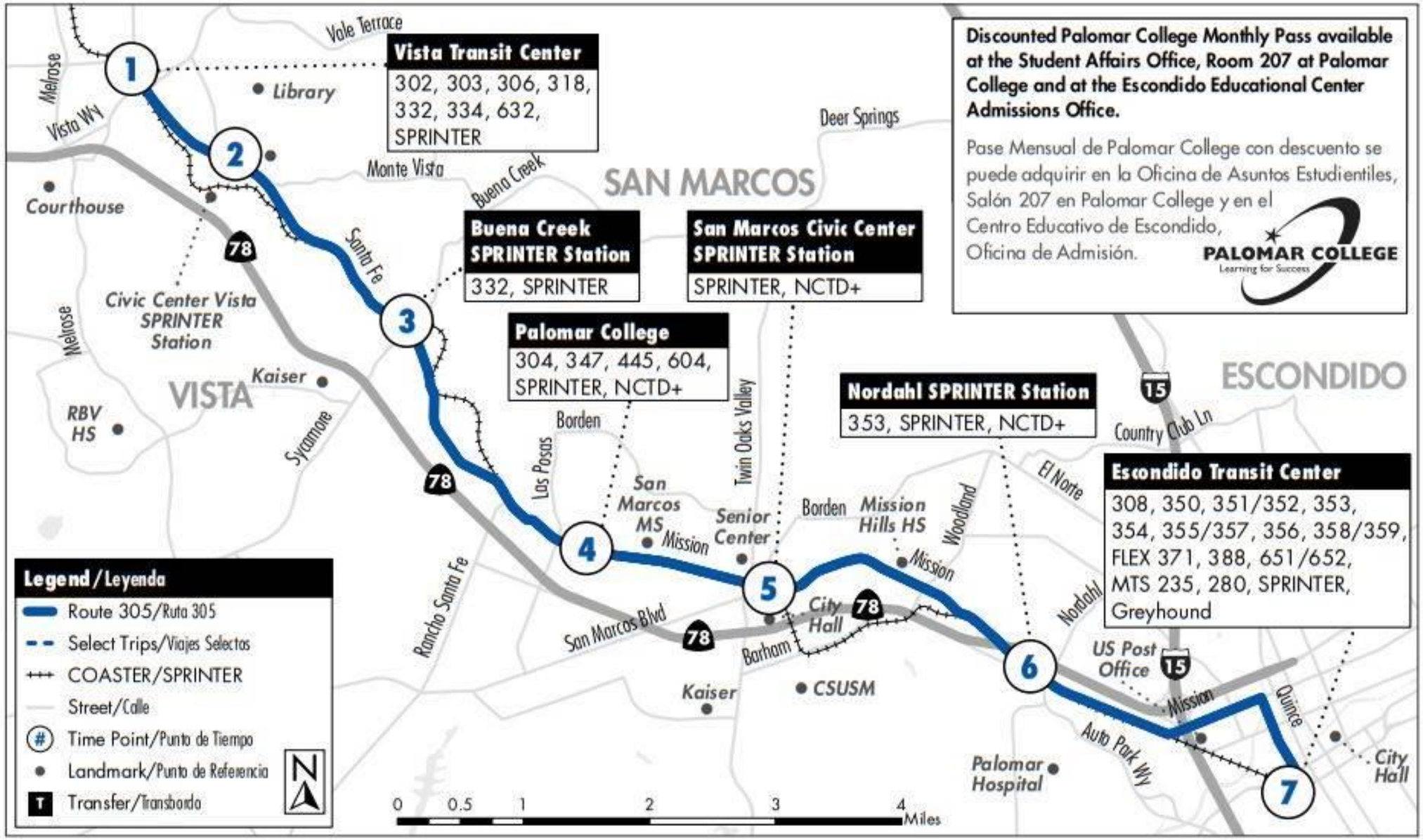


Figure 1.7: NCTD Route 347: Cal State San Marcos to Palomar College

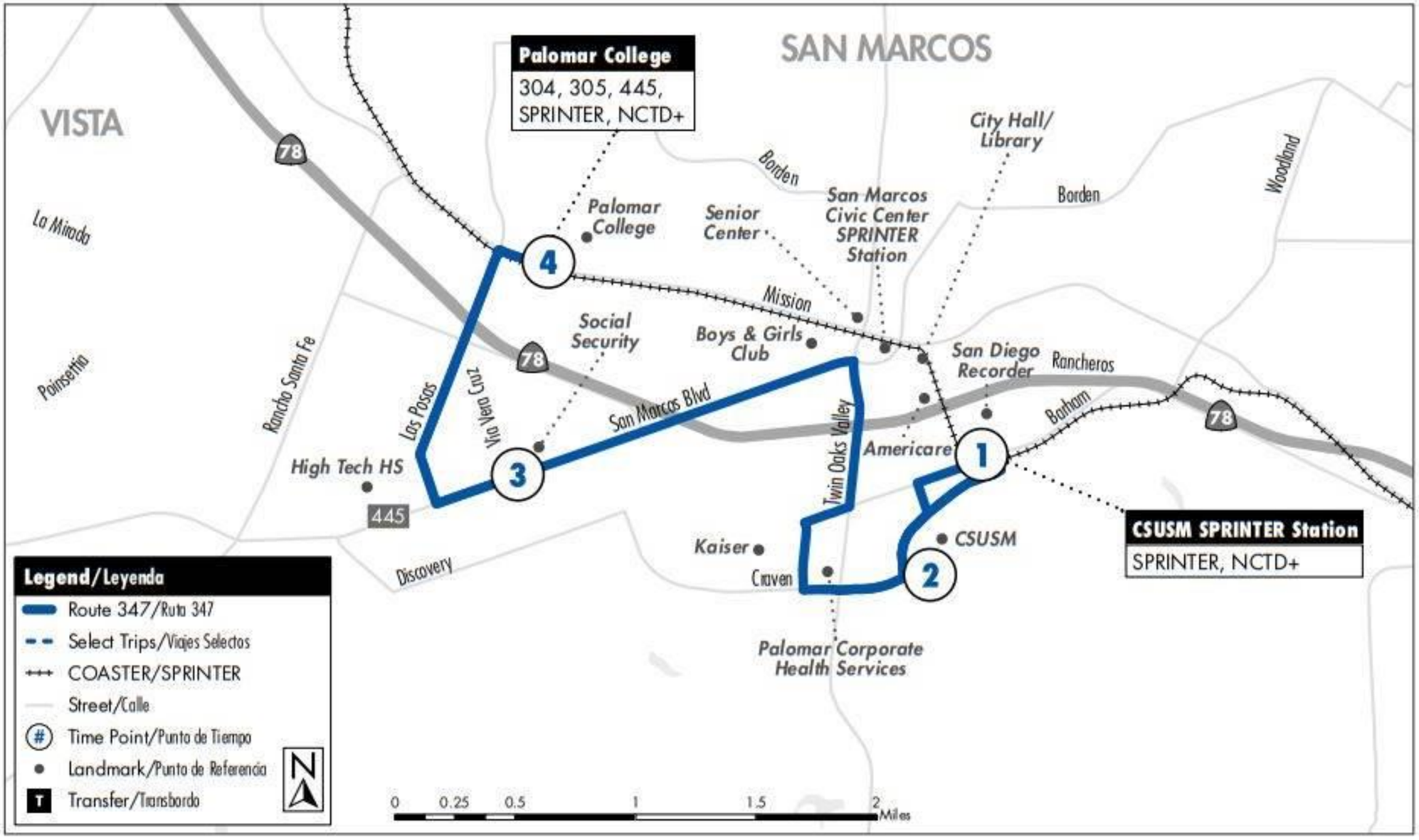
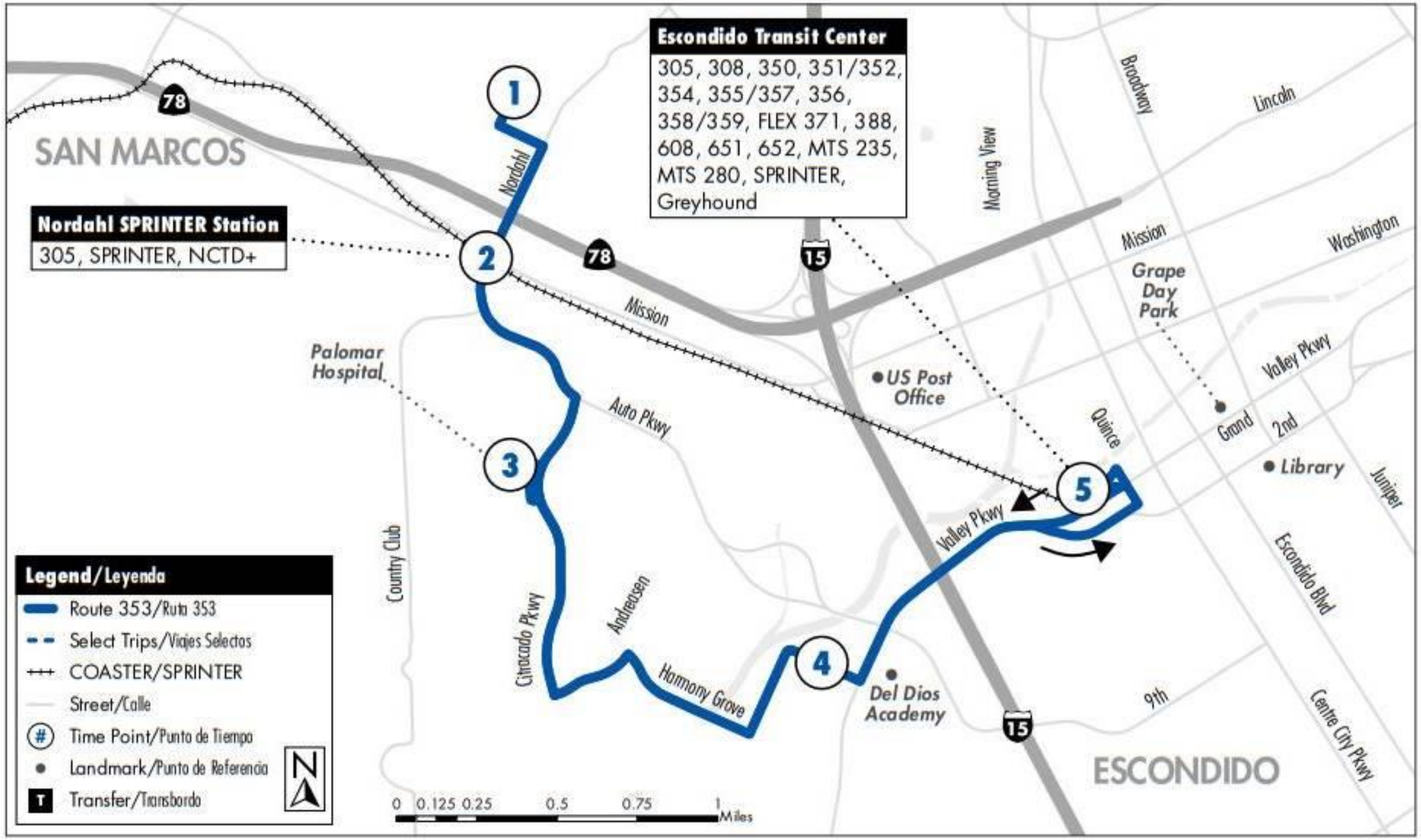


Figure 1.8: NCTD Route 353: Escondido Transit Center to Nordahl Marketplace via Citracado Pkwy.



NCTD+ On-Demand Transit Service

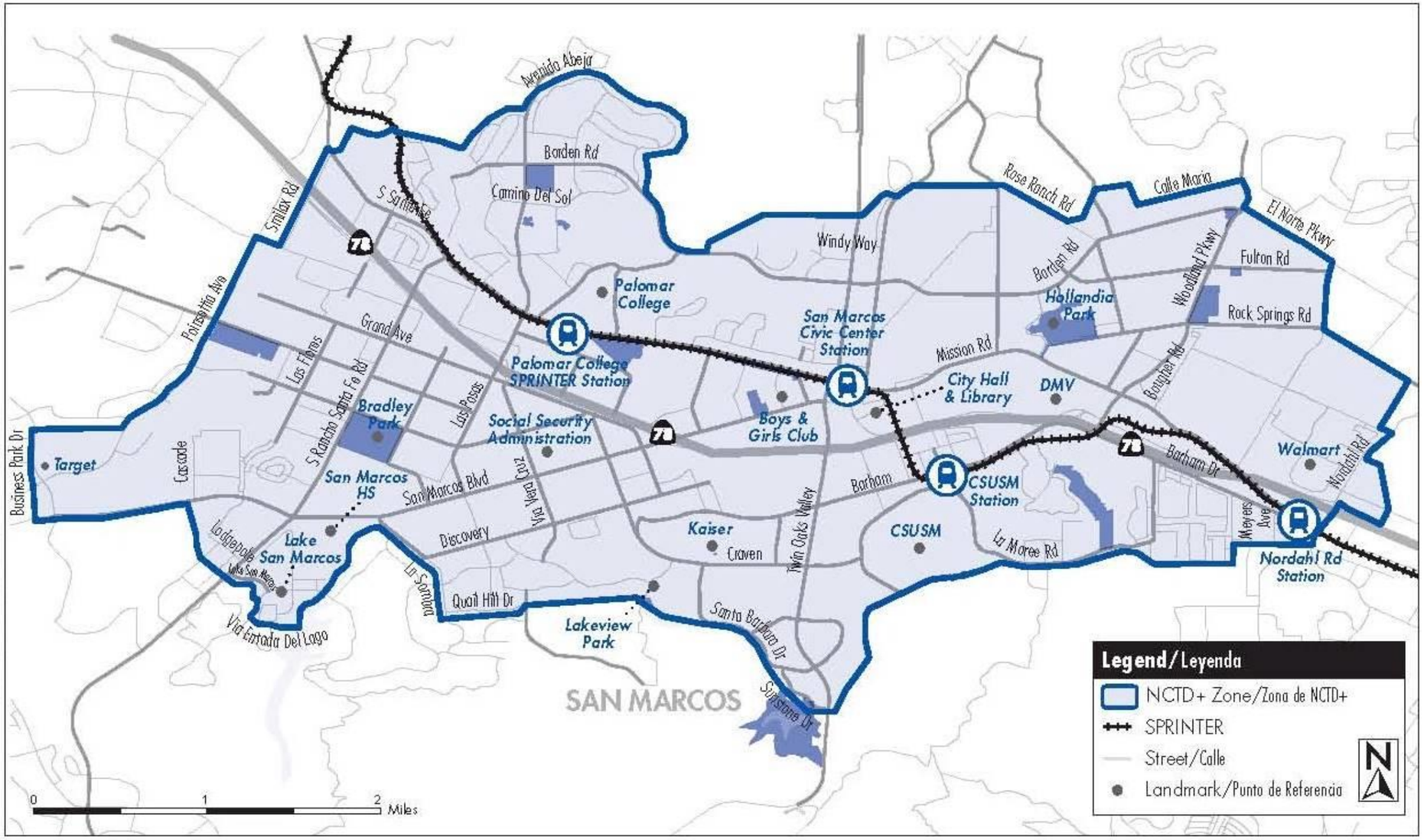
North County Transit District (NCTD) is expanding mobility options within the San Marcos region through the introduction of NCTD+, a new on-demand, shared-ride transit service scheduled to launch in Vista in May 2025, following its initial rollout in San Marcos in June 2024. The NCTD+ program provides an innovative, flexible transit solution designed to improve local connectivity and provide first- and last-mile access to regional transit services, including the SPRINTER light rail, BREEZE bus routes, and other NCTD facilities. For more information, GoNCTD.com/Plus.

Please see **Figure 1.9** for a NTCD+ service area boundary map.

Source: *North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024.*

Note: The San Marcos NCTD+ service is currently funded through the end of Fiscal Year 2026. Continuation of this service is dependent on the availability of consistent funding.

Figure 1.9: NTCD+ Service Area Boundary Map



Source: *North County Transit District Rider's Guide: Your Complete Guide to Public Transit in North County – Effective October 6, 2024.*

NCTD+ Service Overview:

NCTD+ operates as a zone-based, on-demand service utilizing ADA-accessible vans that can accommodate up to eight passengers. Riders can request trips via a dedicated mobile application or by phone, selecting pick-up and drop-off locations anywhere within the service zone. The University District is centrally located within the San Marcos NCTD+ service zone, positioning it to benefit substantially from this program.

Service operates daily from 6:00 a.m. to 9:00 p.m., excluding select holidays, with typical wait times for pickup ranging from 20 to 30 minutes depending on demand. Fares are competitively priced, with trips to or from SPRINTER stations costing $1.50, and general trips within the service zone costing $3.00 for the first passenger and $1.50 for each additional rider. Notably, youth under 18 ride free.

For a comprehensive overview of how NTCD+ works please refer to **Figure 1.6** and for other considerations about the program please refer to **Figure 1.7**.

Relevance to the University District TDM Strategy:

The University District's location within the heart of the NCTD+ service zone further reinforces the area's commitment to multi-modal mobility and sustainable transportation. The NCTD+ program directly supports several key goals of the City of San Marcos TDM Ordinance by:

- Enhancing local connectivity to regional transit infrastructure, including direct access to the SPRINTER Cal State San Marcos Station located immediately adjacent to the University District.
- Providing a viable first- and last-mile solution that reduces reliance on single-occupancy vehicle travel within the area.
- Offering affordable and accessible transportation options for students, residents, employees, and visitors within the University District.
- Reducing parking demand and vehicle trips generated within the district, consistent with the TDM goals of minimizing traffic congestion and promoting alternative transportation modes.

Given its strategic location, the University District is uniquely positioned to serve as a model multi-modal community within the greater San Diego region. With seamless integration to NCTD+ alongside existing transit services, the district is arguably one of the most transit-friendly and multi-modal supportive environments in North County.

As previously noted, this service is not funded long-term.

Transit System Context:

A comprehensive NCTD System Map (zoomed into the University District region) is provided in **Figure 1.10**, illustrating the boundaries of the NCTD+ service area (in yellow) in San Marcos relative to the University District. This map also identifies key regional transit assets including:

- BREEZE Bus Routes
- FLEX Routes
- SPRINTER Stations
- COASTER Stations & Connections

The integration of NCTD+ directly supports the goals of reducing vehicle miles traveled (VMT), promoting sustainable transportation options, and minimizing parking demand within the district. Some strategies to further promote the NCTD+ program within the University District are as follows:

- Property Managers to distribute NCTD+ marketing materials to new residents, tenants, and employees.
    - Possible collaboration with NCTD for co-branded marketing opportunities.
- Post informational signage in building lobbies and parking garages.
- Include NCTD+ details in move-in packets, tenant handbooks, and on community websites.
    - Social media posts from University District properties highlighting NCTD+.
- Ensure updated wayfinding signage across University District properties highlights nearest NCTD+ pickup points and connections to other transit services.
    - QR Code Posters linking directly to NCTD+ App download page.
- TDM Coordinators to track and report NCTD+ usage trends (if available).
- Collect resident and employee feedback on service effectiveness.

Figure 1.10: NCTD System Map (zoomed into the University District region)

2.0 Traffic Demand Management Strategies

The following mandatory TDM strategies are required by the City's TDM policy (located in **Appendix A**). There are a variety of ways to implement these strategies. As individual projects come forward, they will be required to demonstrate compliance as part of the development review process.

TDM points for individual projects within the University District Specific Plan (UDSP) area are determined on a project-by-project basis in accordance with the University District Transportation Demand Management Plan (TDM). The number of points a project may obtain depends on which TDM strategies are applicable to, or implemented as part of, that specific development.

To determine eligibility and compliance, future development projects may complete the University District TDM Implementation Checklist (located in **Appendix B**) to show how UDSP strategies will be incorporated on a project-by-project basis. This checklist will be used to demonstrate consistency with the City of San Marcos TDM Ordinance (Chapter 20.360 of the Municipal Code) and the associated TDM Policy.

Alternatively, Individual projects may also prepare a separate TDM Plan aligned with the City's TDM Policy and Ordinance.

2.1 Mandatory Strategy 1: On-Site TDM Coordinator

Points: N/A (Mandatory)

Goal: Ensure effective communication and management of transportation demand management (TDM) strategies for residents, employees, and other tenants within the University District. The on-site TDM coordinator will be responsible for providing TDM-related information, answering questions, and coordinating with the City on monitoring and reporting activities.

Discussion: The role of an on-site TDM coordinator has traditionally been filled by an individual who acts as the primary point of contact for residents, employees, and tenants seeking information or assistance with TDM-related matters. Coordinators are integral to the success of TDM programs because they help bridge the gap between the City, program participants, and broader community goals, ensuring that strategies are understood and effectively implemented.

The TDM coordinator will act as a key liaison for TDM-related matters. The coordinator's role will include distributing information about available TDM programs, addressing inquiries, and facilitating communication with the City for data collection and reporting. This role can be filled by an existing staff member—such as building management or HOA representatives at residential sites, or an on-site employee at non-residential sites—or a dedicated staff member hired specifically for TDM duties. In traditional models, this coordinator role is filled by an individual with responsibilities dedicated solely to TDM management or by an existing staff member from the building management team or a homeowners association (HOA). At non-

residential sites, the coordinator could be an employee of an on-site employer or the management company.

However, the integration of AI and other smart technologies presents an opportunity to evolve this role into a hybrid model. In addition to the traditional on-site coordinator, the integration of smart technologies, particularly AI-powered systems, should be considered as a complement, enhancement, or replacement to the coordinator's role. An interactive AI-based information system, located at a mobility kiosk or other central touchpoints within the district, could provide real-time updates on TDM initiatives, answer frequently asked questions, and streamline reporting. These systems would be able to provide real-time updates on TDM strategies, track program participation, answer common questions, and even help with compliance reporting to the City. This technology would offer a scalable, efficient way to manage and disseminate information, potentially reducing the need for a full-time human coordinator while enhancing accessibility.

While technology can handle many aspects of the TDM coordinator's duties, a human coordinator is still beneficial for complex queries, relationship-building, and providing a personal touch when needed. The AI system should work in tandem with the human coordinator, streamlining administrative tasks and enabling the human staff member to focus on higher-level responsibilities such as fostering community engagement and overseeing compliance.

In sum, the University District should consider a flexible, tech-enhanced approach to the on-site TDM coordinator role—one that leverages both human expertise and AI capabilities to ensure effective TDM strategy implementation.

Any proposed AI or computer based system must be demonstrated to City staff that the TDM coordinator role can be accomplished in kind or better than dedicated staff on a project by project basis. If new AI systems/strategies are proposed in the future, then the TDM Plan shall be updated based on City approval.

Implementation Details:

Implementation of the on-site TDM coordinator role will be the responsibility of individual projects within the University District or, where applicable, a master developer managing multiple adjoining projects. Each project or master developer shall designate an on-site TDM coordinator, either as a new hire or as part of existing staff (e.g., building management, HOA representative, or property management staff).

To implement the on-site TDM coordinator role, the following steps should be considered:

1. Designate an on-site TDM coordinator, either as a new hire or as part of existing staff (e.g., building management or HOA representatives).
2. Integrate an AI-powered mobility kiosk or information system to assist with routine tasks such as information dissemination, data reporting, and answering frequently asked questions.

3. Ensure the AI system is designed to complement the human coordinator, allowing for a seamless user experience and reducing the burden on the human staff member.
4. Train both the human coordinator and the AI system to work in conjunction with one another to ensure consistency and accuracy in TDM information sharing.
5. Encourage TDM Coordinators to host periodic events or information sessions highlighting NCTD+, other transit options, and sustainable travel modes.
6. Periodically review and adjust the implementation of the AI system to ensure it continues to meet the needs of residents, employees, and other tenants.

Benefits of an On-Site TDM Coordinator:

The implementation of an on-site TDM coordinator, whether through traditional staffing or an AI-powered solution, offers several benefits:

- **Improved Communication:** Provides a reliable point of contact for TDM-related information and questions, ensuring that all residents, employees, and tenants are informed about available transportation options.
- **Increased Efficiency:** AI systems can handle many routine inquiries, allowing human coordinators to focus on more complex issues and enhancing the overall efficiency of TDM program management.
- **Scalability:** AI-powered kiosks and systems can be expanded to other locations within the district, providing a consistent and scalable solution for disseminating TDM information to a larger audience.
- **Cost Savings:** By reducing the need for a full-time human coordinator, the integration of AI technology can lower operational costs, while still providing comprehensive TDM services.

Examples of Tech Integration in TDM Programs:

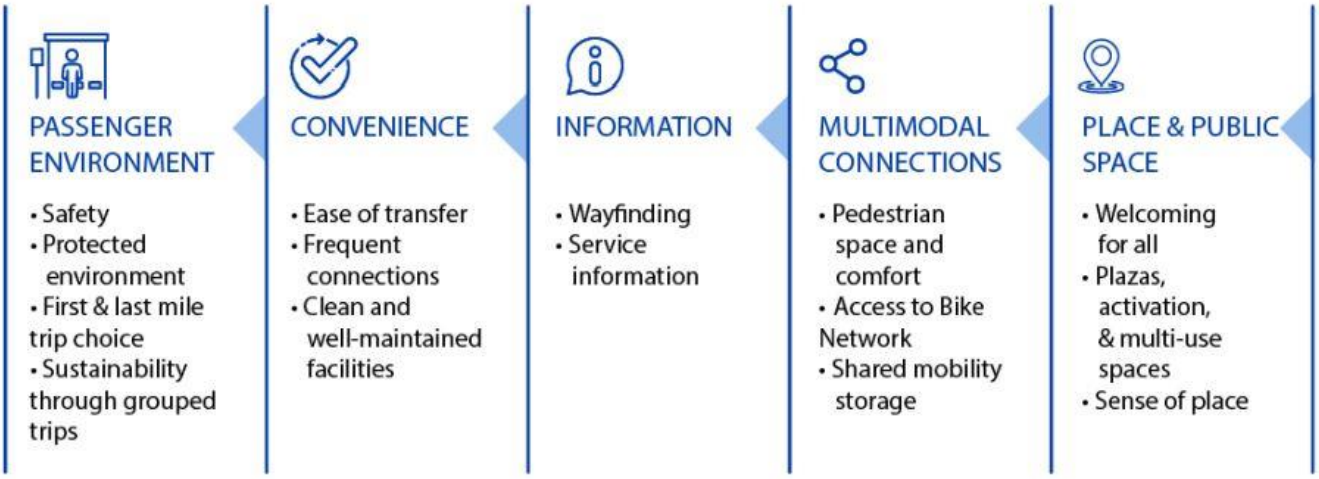
Many cities and districts have begun exploring or implementing technology & AI-based solutions to enhance TDM programs, including:

- **South San Francisco, CA:** AI chatbots assist in managing communication with residents and assist with accessing City services and information, including transit route and schedule updates, transportation alternatives, and traffic monitoring programs.[1]
- **Seattle, WA:** The city has piloted smart mobility hubs that use AI to provide both information and dynamic recommendations based on real-time data, helping to optimize transportation choices for users.[2]

Incorporating an AI-powered smart mobility hub can significantly enhance the functionality of the on-site TDM Coordinator. As illustrated in **Figure 2.1**, such hubs support travelers through improved convenience, real-time information, multimodal connectivity, and a safe, welcoming environment. TDM coordination can be seamlessly supported by technology when co-located with an interactive mobility kiosk. Providing easy access to information such as dynamic service updates, transit planning assistance, and wayfinding empowers users to make informed transportation decisions while reinforcing first-mile/last-mile connections and promoting a more sustainable, multimodal district.

[1] City of South San Francisco. City of South San Francisco Launches "Indy," an AI Web Chat Assistant and Text Messaging Feature. Accessed March 26, 2025. https://www.ssf.net/News/Indy-Launch
[2] Seattle Department of Transportation. Seattle Transportation Plan – Transit Element (Revised October 2023). Accessed March 26, 2025. https://seattletransportationplan.infocommunity.org/wp-content/uploads/STP_Transit_Element_RevOct.pdf

Figure 2.1: Key Features and Functions of Mobility Hubs



Source: Figure 9 from the Seattle Department of Transportation's Seattle Transportation Plan – Transit Element (Revised October 2023).

2.2 Mandatory Strategy 2: Information Center for Transportation Alternatives

Points: N/A (Mandatory)

Goal: Provide residents, employees, and visitors of the University District with accessible, up-to-date information on transportation options to support and encourage the use of alternatives to single-occupancy vehicles.

Discussion: The success of any TDM program relies heavily on awareness and accessibility. Providing a dedicated information center—whether physical or digital—ensures that all community members are consistently informed about the full range of available transportation options. By promoting carpooling, public transit, biking, and other sustainable travel modes, this strategy supports a shift away from single-occupancy vehicle use, contributing to reduced traffic congestion, lower emissions, and improved mobility within the district.

To support this goal, the University District shall maintain either a physical (on-site) or web-based information center dedicated to transportation alternatives. This center should include comprehensive resources such as ridematching and public transit information, contact details for carpool and vanpool programs, promotional materials for alternative transportation modes, bicycle facility details, and listings of available on-site mobility services or facilities.

Physical information centers offer an immediate and tangible source of information, particularly useful in residential or mixed-use areas where residents frequently pass through shared community spaces. If implemented physically, the information must be displayed prominently—via bulletin board, display case, or kiosk—in a high-traffic area where residents and employees are most likely to see it. A strategically located board or kiosk with well-organized, visually engaging materials can serve as an effective focal point for mobility-related communication.

Conversely, web-based information centers offer a dynamic and easily updated platform that can reach a broader audience, especially in commercial or office-oriented developments where digital access is routine. If hosted online, the information must be placed on a webpage that is easily accessible and regularly frequented by residents, employees, or visitors. Clear signage or postings must direct users to this online resource from a central, visible location. The integration of QR codes, digital screens, or smartphone-compatible postings can further enhance visibility and engagement with these online mobility resources.

Regardless of the format selected the key to effectiveness lies in visibility, accuracy, and maintenance. Ensuring the materials are regularly updated and reflective of current mobility offerings is critical. Coordinating updates with the on-site TDM Coordinator or AI-powered information systems (as discussed in Strategy 1) can further streamline this process and improve consistency across the district.

Implementation Details:

To successfully implement an Information Center for Transportation Alternatives, the following steps should be followed:

1. **Determine Format:** Select either a physical or web-based format based on project type, audience needs, and space availability.
2. **Select Location:** For physical centers, choose a high-visibility, high-traffic area such as building lobbies, break rooms, or community gathering spaces. For web-based centers, ensure the hosting site is already frequented by residents, employees, or visitors (e.g., property management sites, HOA portals, or employer intranets).
3. **Content Development:** Gather and organize information on public transit routes, carpool/vanpool options and contacts, bicycle infrastructure, ridematching services, and on-site mobility amenities. Distribute NCTD+ marketing materials (flyers, brochures, quick-start guides) to new residents, tenants, and employees within the University District. Include multi-modal transportation information in move-in packets, employee onboarding materials, and tenant handbooks.
4. **Design and Displayfto i:** For physical centers, use clear signage and eye-catching displays to draw attention. For digital centers, ensure mobile-friendliness and provide visible instructions on how to access the site.
5. **Maintain and Update:** Regularly review and refresh information to ensure accuracy. Collaborate with the TDM Coordinator and/or AI-based systems for automated updates or alerts regarding transportation service changes.

Benefits of an Information Center for Transportation Alternatives:

- **Enhanced Awareness:** Ensures all community members are informed about their mobility choices, increasing the likelihood of alternative transportation adoption.
- **Behavioral Shifts:** Supports a culture of sustainable travel within the district by making alternatives visible and convenient.
- **Ease of Access:** Provides centralized, easy-to-find information for both residents and employees.
- **Flexibility and Adaptability:** Offers implementation options suited to different project types and user preferences.
- **Supports Broader TDM Goals:** Reinforces the University District's commitment to reducing vehicle miles traveled (VMT) and promoting multimodal mobility.

Information Kiosks in TDM Programs:

Many cities and districts have begun providing transportation information kiosks within their TDM solutions, for example:

- **Stamford, CT:** Solar-powered kiosks to improve pedestrian navigation have been introduced that display real-time weather information, city announcements, and transit information at key locations throughout the city.[3]

Example of a Solar-Powered Mobility Kiosk, Stamford, CT.
Source: Ignacio Laguarda / Hearst Connecticut Media, March 4, 2024. Featured in *Stamford Advocate*.

Note: Any kiosk installed under this strategy will be designed and maintained in full compliance with the University District Specific Plan and North City Master Sign Program.

[3] Katz, Abigail Brone. Stamford Downtown Unveils Solar-Powered Kiosks to Improve Navigation, Provide City Information. Stamford Advocate, March 5, 2024. Accessed March 26, 2025. https://www.stamfordadvocate.com/news/article/stamford-downtown-solar-energy-20201764.php

2.3 Mandatory Strategy 3: Pedestrian Access with Internal and External Connections and Sidewalk Connections

Points: N/A (Mandatory)

Goal: Ensure that the University District provides safe, direct, and accessible pedestrian connections to surrounding streets, transit stops, and key destinations in order to support walking as a viable and attractive transportation mode.

Discussion: The University District is uniquely positioned to support a vibrant, walkable environment due to its mixed-use layout, central location, and direct integration with Cal State San Marcos. Situated south of CA-78 and north of Discovery Street/Barham Drive, University District spans from Discovery Street at Grand Avenue to Barham Drive at Industrial Street, with Twin Oaks Valley Road dividing University District East from University District West. This layout creates an opportunity for strong pedestrian linkages across both internal and external corridors.

To support this opportunity, the University District shall be designed to include direct and safe pedestrian connectivity to the external sidewalk network and nearby transit stops (where applicable). Pedestrian infrastructure should promote walkability through features such as ADA accessibility, lighting, and landscaping that enhances the walking experience. Site design should include pedestrian pathways through parking lots, walkways through gated or walled projects, and pedestrian routes that connect directly to nearby transit stops and community destinations.

During the planning and site design process, special attention should be given to locating pedestrian access points that promote walkability and multimodal transportation options, providing internal pathways that promote ease of movement between residential, commercial, educational, and recreational land uses.

The circulation concept for the project is comprised of two main spine streets that traverse east to west through the project area. On the west side of Twin Oaks Valley Road, an existing 100-foot (approximately) knoll will be preserved and enhanced as a public park; the main network of streets on the west side curves around this landform towards the creek. A spine street gently arcs around the knoll and serves as the District's main commercial/residential boulevard on the west side of the project. The network of streets on the west side has also been shaped to maintain and preserve existing topographical features and enhance mountain and creek views.

This spine street (North City Drive) extends across Twin Oaks Valley Road to the east side and becomes the main spine on the east side and the location for the commercial core. Topography on the east side is relatively flat and walkable—with a very slight slope towards the creek—which better serves commercial uses from a topographical sense. East of Twin Oaks Valley Road, the street grid is decidedly more rectilinear. The spine road is the primary circulation route through the project area. The intersection of the spine road at Twin Oaks Valley Road becomes a major node within the project. Secondary roads throughout the project radiate out from these main spine roads.

The spine streets are designed to provide clear links to key points throughout the City. Discovery Street connects to the Grand Avenue Bridge and Creek District. Twin Oaks Valley Road connects to State Route 78, the San Marcos Civic Center and areas north, the CSUSM campus, and residential neighborhoods to the south. Barham Drive connects to residential neighborhoods and the Sprinter Rail Line to the east. Campus Way provides a direct link from the heart of CSUSM directly into the main street commercial core. The existing Industrial Street connection, linking Barham Drive and Carmel Way, is retained.

The general area is already equipped with pedestrian pathways along all major arterials—Twin Oaks Valley Road and Discovery Street/Barham Drive—as well as key internal streets such as North City Drive, Street A, June Way, Campus Way, Industrial Street, Carmel Street, and Redel Road. These connections provide residents, employees, students, and visitors with safe and convenient access to campus facilities, residential units, entertainment venues, open spaces, and commercial amenities.

As noted by the California Association for Local Economic Development, the University District's deliberate mix of land uses—including student housing, campus infrastructure, entertainment, and community gathering spaces—has redefined purposeful development by fostering a walkable and interconnected urban environment.[4]

[4] California Association for Local Economic Development (CALED). CALED 2020 Award Winners. Accessed March 25, 2025. https://caled.org/caled-2020-award-winners/

To build on this foundation, pedestrian facilities are further enhanced with user-friendly elements such as shade trees, wayfinding signage, lighting, and crossings where appropriate. The University District prioritizes pedestrian-first design principles and ensures that all pedestrian connections are ADA-compliant and integrated into larger mobility networks.

Implementation Details:

To implement and maintain a pedestrian-friendly environment in the University District, the project applicant and future property managers are responsible for the following actions, to be completed prior to first occupancy unless otherwise stated:

1. **Enhance External Connectivity:** All new development projects will construct continuous pedestrian pathways that connect to the existing sidewalk network along Twin Oaks Valley Road, Discovery Street, and Barham Drive. These connections will provide direct pedestrian access to nearby transit stops and adjacent developments, as reflected in site design plans approved by the City.
2. **Improve Internal Pathways:** Developers will maintain and expand internal pedestrian routes along key connectors including North City Drive, Campus Way, June Way, Industrial Street, and Redel Road. These pathways will establish direct and visible connections between building entries, public open spaces, and major destinations within the district. All routes will be constructed as part of each project's site development permit.
3. **Design for Safety and Comfort:** All pedestrian pathways will include lighting, ADA-compliant surfaces, landscaping, and aesthetic features (such as signage or public art) to ensure safe and enjoyable walking conditions. These features will be incorporated during site plan approval and verified during final inspection.

4. **Address Gated or Walled Projects:** If fencing or perimeter walls are proposed, pedestrian access points shall be incorporated to maintain internal connectivity within the University District. No development will receive final approval without including such pedestrian openings, where applicable.
5. **Transit Accessibility:** All developments will provide direct pedestrian routes from primary building entrances to nearby transit stops. These connections will be prioritized in circulation design and reviewed as part of site plan submittals. Construction of these routes shall be completed prior to issuance of a certificate of occupancy.

Benefits of Enhanced Pedestrian Connectivity:

- **Increased Walkability:** Encourages walking as a practical and enjoyable mode of transportation.
- **Improved Safety:** Reduces potential conflicts between pedestrians and vehicles, particularly in parking lots and high-traffic areas.
- **Greater Accessibility:** Ensures all residents and visitors, including those with disabilities, can navigate the district with ease.
- **Transit Integration:** Strengthens the link between active transportation and public transit usage.
- **Community Cohesion:** Promotes a sense of place and connection among users through intuitive, human-scale design.

2.4 Mandatory Strategy 4: Project Frontage Improvements

Points: N/A (Mandatory)

Goal: Enhance multimodal access and mobility within the University District by providing continuous, accessible, and context-sensitive frontage improvements along project boundaries that support walking, biking, and transit use.

Discussion: The University District's location—stretching from Discovery Street at Grand Avenue to Barham Drive at Industrial Street, and bisected by Twin Oaks Valley Road—positions it at the core of a dynamic and evolving urban center. The area's deliberate mix of residential, academic, commercial, and recreational spaces demands frontage designs that promote seamless and safe connections across all modes of travel.

To support this, all projects within the University District are required to include frontage improvements as outlined by the City of San Marcos, including compliance with the City's Active Transportation Plan (ATP), to ensure safe and convenient pedestrian, bicycle, and transit connectivity. These improvements may include sidewalks, trails, ADA-compliant ramps and bus stop pads, crosswalks, pedestrian signals, lighting, landscape buffers, traffic calming measures, transit turnouts and shelters, bicycle lanes and buffers, pavement markings, and other infrastructure tailored to the site's characteristics, surrounding context, and Specific Plan guidelines.

Frontage improvements act as the interface between private developments and the public realm. By incorporating sidewalks, pedestrian ramps, and crosswalks, projects can ensure ADA accessibility and encourage walking. Bike lanes, buffers, and delineators improve safety for cyclists and support active transportation choices. Transit improvements, including bus stop pads, turnouts, shelters, and signage, make public transportation more attractive and accessible to residents, students, and employees.

These enhancements not only improve physical access to and from each development but also contribute to the visual quality and comfort of the streetscape. Elements such as pedestrian lighting, landscape buffers, and canopy tree plantings support safety and aesthetics while promoting sustainability and climate resilience. Where appropriate, traffic calming features and complete street improvements should be included to slow vehicle speeds and enhance safety for all users.

To maximize effectiveness, these improvements should be integrated into the site design early in the development process to ensure that the project contributes to a connected, multimodal street network. By aligning with these frontage improvement standards, each project helps advance the University District as a walkable, transit-friendly, and bikeable environment in support of broader TDM and complete streets goals.

Implementation Details:

To successfully implement project frontage improvements, each development project within the University District is required to complete the following actions during the entitlement and construction phases:

1. **Coordinate with City Requirements:** The project applicant will review and comply with the University District Specific Plan, the City of San Marcos Active Transportation Plan (ATP), and applicable frontage improvement standards during the entitlement and permitting process. All plans will be reviewed and approved by City staff prior to final engineering approval.
2. **Incorporate Early in Design:** Pedestrian, bicycle, and transit-supportive frontage improvements will be incorporated into early site design submittals, including conceptual and preliminary design packages. These elements must be reflected in entitlement documents submitted during the initial design review phase.
3. **Design for Accessibility and Safety:** All frontage improvements will meet current ADA standards and include appropriate lighting, landscape buffers, and visibility features. Compliance will be verified by City inspection prior to the issuance of a certificate of occupancy.
4. **Consider Local Context:** Frontage design will be tailored to the surrounding land uses, anticipated travel demand, and specific frontage characteristics. Context-sensitive design will be documented within the site's final landscape and civil plans, subject to City approval.
5. **Enhance the Public Realm:** Each project will install streetscape amenities such as street trees, landscaping, and pedestrian-scale furnishings (e.g., benches, trash receptacles) along its public frontage where feasible. These improvements will be constructed prior to

occupancy and maintained by the project's property management team or HOA, as applicable.

Benefits of Project Frontage Improvements:

- **Improved Connectivity:** Creates seamless multimodal connections throughout the University District.
- **Increased Safety:** Enhances pedestrian and cyclist safety through clearly defined and protected infrastructure.
- **Support for Active Transportation:** Encourages walking and biking as primary modes of travel for short trips.
- **Transit Accessibility:** Facilitates easy and safe access to public transportation facilities.
- **Enhanced Streetscape:** Improves visual quality, walkability, and neighborhood character through landscaping and lighting.
- **Compliance with City Objectives:** Aligns development with the City's TDM, Active Transportation Plan (ATP), ADA, and complete streets goals.

2.5 Mandatory Strategy 5: Wayfinding Signage

Points: N/A (Mandatory)

Goal: Improve navigation, accessibility, and user experience within the University District by providing clear, visible, and strategically located wayfinding signage for pedestrians, cyclists, and transit users.

Discussion: Wayfinding signage plays a vital role in supporting Transportation Demand Management (TDM) strategies by making active and shared transportation modes easier and more intuitive to use. When pedestrians, cyclists, and transit riders can easily locate bicycle racks, bus stops, rideshare zones, or pathways, they are more likely to choose those options over single-occupancy vehicles.

The University District Specific Plan identifies wayfinding signage as an integral part of the plan. Signage is planned to be strategically placed to guide pedestrians and cyclists to key access points, bicycle parking areas, nearby uses, transit stops, rideshare pick-up/drop-off zones, and other transportation amenities. This signage should be legible, ADA-compliant, and consistent in style to promote a unified district identity and ease of movement for all users. Specific recommendations for signage are included in the North City Master Sign Program, which implements the University District Specific Plan's signage guidelines.

Within the University District—an active, mixed-use environment with student housing, entertainment venues, academic buildings, and community-serving commercial spaces—clear signage helps new users, residents, employees, and visitors navigate the area safely and confidently. The district's integration of multiple internal and external connections, including North City Drive, Campus Way, Street A, and Twin Oaks Valley Road, increases the need for intuitive wayfinding to orient people and connect them to mobility infrastructure.

Wayfinding features will be incorporated at both vehicular entry points and internal intersections, as well as near transit facilities and shared mobility hubs, to ensure comprehensive coverage of the site and surrounding network. Effective signage should include symbols and directional cues that are easy to understand regardless of language proficiency, and should be placed at decision points (e.g., building entrances, intersections, transit access areas). Signage that indicates travel times (e.g., “5-minute walk to transit stop”) or maps of the district’s transportation network can further encourage walking, cycling, or transit usage.

Incorporating wayfinding into the built environment enhances user comfort and accessibility, increases safety, and strengthens the overall experience of navigating the University District.

Implementation Details:

To ensure the successful deployment of wayfinding signage throughout the University District, each individual project applicant will be responsible for installing internal wayfinding signage that directs tenants to public right-of-way wayfinding, and for installing any other required

signage. All signage will be maintained by the property management team, in accordance with City requirements:

1. **Adopt Master Sign Program:** The City of San Marcos will adopt the North City Master Sign Program to guide all signage decisions within the University District. This program identifies specific destinations and decision points requiring directional or informational signage. All signage installations will comply with sign permitting requirements, right-of-way regulations, and encroachment agreements, and will be reviewed and approved by City staff prior to installation. (Please refer to **Figure 2.2** for West Side Signage, **Figure 2.3** for East Side Signage, and **Figure 2.4** for Pedestrian-Oriented Directional Signage showing transit distances.)
2. **Design User-Centric Signage:** All wayfinding signage will be designed for maximum accessibility and visibility, using clear fonts, appropriate sizing, and universal symbols. Signage will meet ADA standards and be included in site plan submittals for City approval.
3. **Include Multi-Modal Information:** Wayfinding signage will direct users to key transportation amenities, including bicycle parking, transit stops, pedestrian pathways, and designated rideshare pickup/drop-off zones. These elements will be integrated prior to issuance of a certificate of occupancy where feasible.
4. **Integrate Signage Elements:** All signage may incorporate branding elements identified in the North City Master Sign Program, such as debossed logos on pole toppers, to support a unified district identity. (Please see **Figure 2.4**)
5. **Install at Key Locations:** Signage will be installed at major entry points, intersections, mobility hubs, and high-traffic areas based on site-specific conditions and the approved signage exhibits. Where feasible, installation will occur prior to first occupancy of each project phase.

6. **Maintain and Update Regularly:** The property manager or designated TDM Coordinator will conduct bi-annual inspections of signage for damage, visibility, or changes in wayfinding needs. Signage will be repaired or updated as needed, and documentation will be included in the bi-annual TDM Monitoring Memo submitted to the City.

Benefits of Wayfinding Signage:

- **Improved Navigation:** Helps users move confidently through the district and find transportation options easily.
- **Enhanced Multimodal Access:** Encourages use of transit, biking, and walking by highlighting nearby facilities.
- **Increased Safety:** Reduces confusion and unsafe crossing behavior by directing users clearly.
- **Community Identity:** Strengthens the sense of place with cohesive, district-branded signage.
- **Support for TDM Goals:** Makes sustainable transportation modes more visible and accessible, reinforcing broader mobility strategies.

Figure 2.2: Conceptual West Side Signage

Figure 2.3: Conceptual East Side Signage

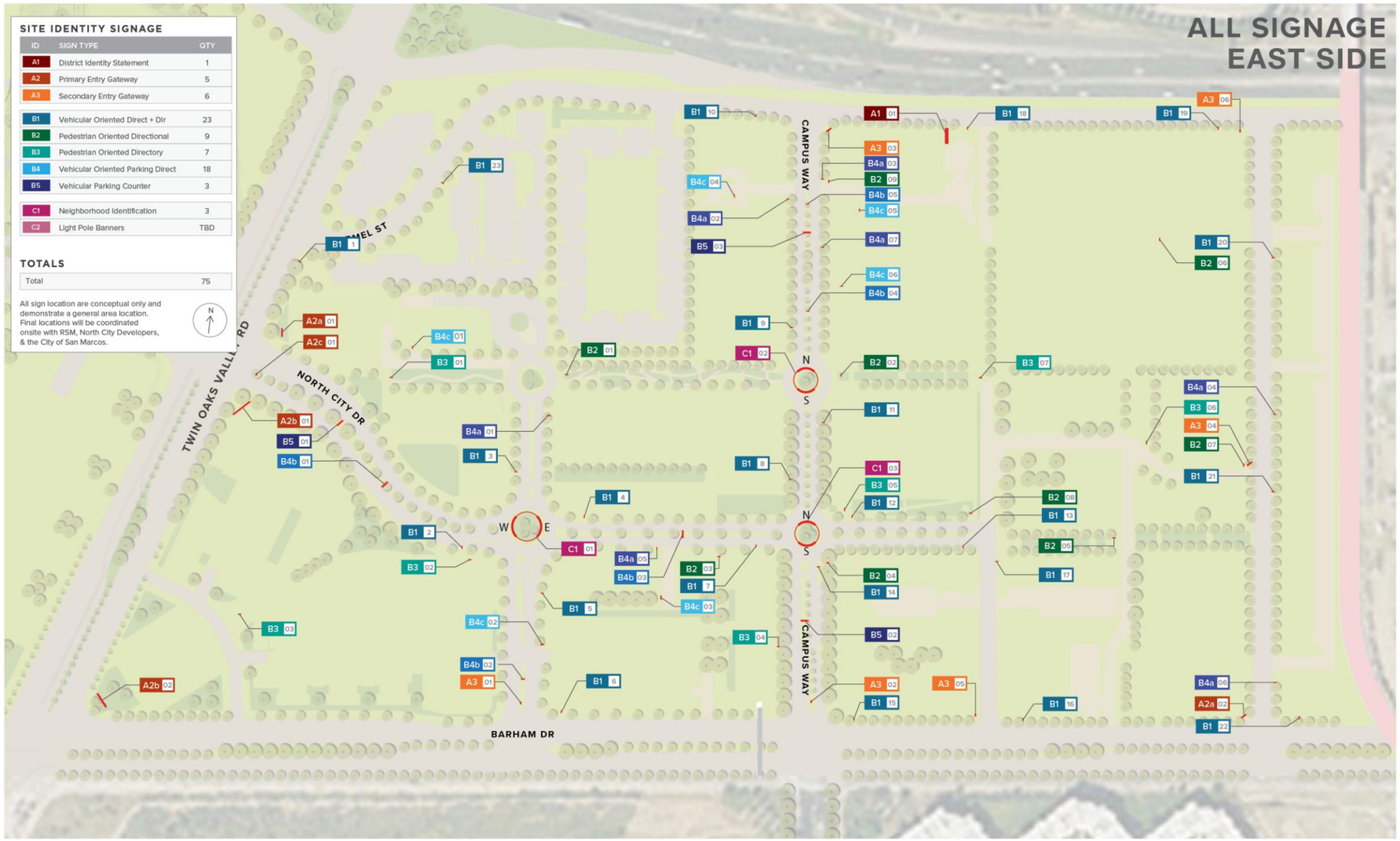
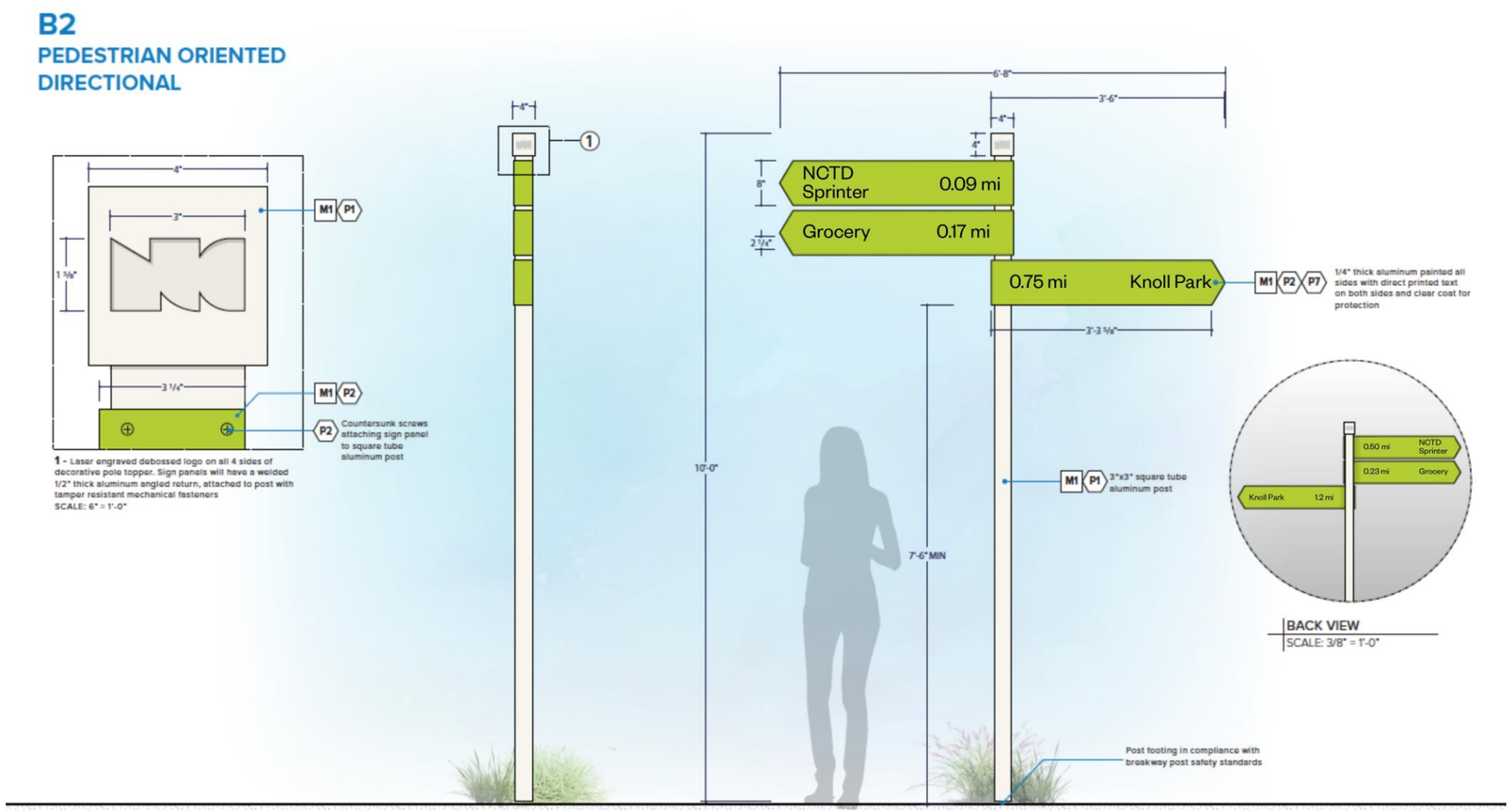


Figure 2.4: Conceptual Pedestrian-Oriented Directional Signage



2.6 Mandatory Strategy 6: Secure Bike Parking Spaces/Racks

Points: N/A (Mandatory)

Goal: Encourage cycling as a viable mode of transportation by providing secure, accessible, and weather-protected bicycle parking for residents, employees, visitors, and customers within the University District.

Discussion: The University District's pedestrian-oriented and mixed-use environment is ideal for promoting bicycling as a practical and sustainable transportation choice. With close proximity to the Cal State San Marcos campus, transit stops, parks, and retail areas, secure bike infrastructure supports both last-mile connectivity and daily commuting.

To support this goal, all projects within the University District shall provide bicycle parking spaces and/or racks in accordance with CalGREEN and the University District Specific Plan. Public bike racks must be accessible to all site visitors, and all facilities must be secure, visible, and designed to protect bicycles from theft, vandalism, and weather, where feasible. Bike parking should be located near building entrances or in high-traffic, well-lit areas and include pedestrian-scale lighting to enhance user safety.

At a minimum, all development projects must provide secure and weather-protected bike racks or storage facilities for different user groups, including long-term residents, short-term visitors,

and commercial customers. Facilities should be easy to access and located near building entrances or in high-traffic, well-lit areas to promote safety and visibility. Where appropriate, wayfinding signage should be included to help users locate bicycle parking and related amenities. Signage may be coordinated with broader site-wide wayfinding efforts, as outlined in Strategy 5. Ensuring visibility and access to lighting not only improves user safety but also deters theft and increases utilization.

Implementation Details:

To comply with the City of San Marcos bicycle parking requirements and promote secure, high-utility bicycle use throughout the University District, the following measures shall be implemented by the project applicant and maintained by the property manager:

1. **Install Secure Racks:** Projects will install bicycle racks that allow users to lock both the frame and at least one wheel. Racks will be located in well-lit, visible, and accessible areas, and weather protection will be provided where feasible. All installations will be completed prior to issuance of a certificate of occupancy.
2. **Meet Code Standards:** All short-term and long-term bicycle parking facilities will comply with the CalGREEN Code and the University District Specific Plan standards. The total number and type of spaces will be shown on site plans submitted for City approval during the entitlement phase.
3. **Include Lighting:** Pedestrian-scale lighting shall be included where appropriate to enhance nighttime visibility and safety. Lighting plans will be included in final civil or electrical plan sets and verified during site inspection.
4. **Coordinate Locations with Wayfinding and Access Points:** Bicycle parking facilities will be located near building entrances, major pedestrian corridors, and shared mobility

hubs, and wayfinding signage will be installed to guide users to bike-related amenities. Placement will be reviewed and approved by City staff as part of site plan review.

5. **Monitor and Maintain:** The property manager or designated TDM Coordinator will inspect bicycle parking areas on a bi-annual basis for damage, cleanliness, and usability. Maintenance and usage will be documented in the bi-annual TDM Monitoring Memo submitted to the City, and bicycle infrastructure will be repaired or upgraded as needed to accommodate user demand.

All projects within the University District Specific Plan area—including both East and West sides—shall demonstrate compliance with this TDM as part of their Site Development Plan (SDP) submittals. Documentation of bike parking location, type, and accessibility will be reviewed on a project-by-project basis during the entitlement process.

Benefits of Secure Bike Parking and Enhanced Bicycle Facilities:

- **Increased Bicycle Use:** Encourages active transportation by ensuring bikes can be safely and conveniently stored.
- **Reduced Vehicle Trips:** Supports mode shift away from single-occupancy vehicles, especially for short, local trips.
- **Integration with Broader TDM Goals:** Complements other strategies such as pedestrian improvements, wayfinding, and multimodal connectivity.

Optional Strategies:

To develop the list of optional TDM strategies presented in this chapter, we began by identifying the TDM measures that are already included in the Specific Plan, strategies from the original TDM plan that have been implemented by projects to date, and the optional strategies outlined in the City's TDM policy that we deemed, based upon our professional experience with similar projects, to be most feasible for reducing trips given this project's characteristics and the particular circumstances of this location. The following strategies include a broad array of approaches which balance San Marcos' overall goals of creating a lively, economically successful district while minimizing traffic congestion. These strategies are numbered consistent with the City's TDM policy (located in **Appendix A**).

TDM points for individual projects within the University District Specific Plan (UDSP) area are determined on a project-by-project basis in accordance with the University District Transportation Demand Management Plan (TDM). The number of points a project may obtain depends on which TDM strategies are applicable to, or implemented as part of, that specific development.

TDM points may be earned through a combination of existing strategies already present on-site and new measures proposed with the project, provided the total equals or exceeds the minimum 10-point threshold.

2.7 Optional Strategy 7: Transit Passes or Subsidies

Points: 1-5 points

Goal: Increase transit ridership and provide incentives for residents to reduce vehicle ownership by providing free or subsidized transit passes to all District residents and employees.

Discussion: In recent years, growing numbers of transit agencies have partnered with universities, employers, and residential neighborhoods to provide universal transit passes. These passes typically offer unlimited rides on local or regional transit systems for low monthly fees, often subsidized or fully covered by the employer, school, or property manager. A typical example is the Eco-Pass program in downtown Boulder, which provides free transit on Denver's Regional Transportation District (RTD) light rail and buses to more than 10,000 employees working for over 1,200 downtown businesses. The program is funded by Boulder's downtown parking benefit district, which pays a flat fee per employee enrolled—regardless of actual usage—which enables the RTD to offer passes at a significant bulk discount.

A review of similar universal transit pass programs found that annual per-person costs typically range between 1% and 17% of the full retail value of an equivalent annual pass. The concept mirrors group insurance models, in which agencies can offer deep discounts to large groups based on universal enrollment and the assumption that not all recipients will use the benefit regularly. Discussions with the North County Transit District (NCTD) have indicated that a universal transit pass program in San Marcos could cost approximately $60 per person annually—just 8.5% of the price of 12 individual monthly passes.

To promote transit usage in the University District, residential and retail operators are required to comply with lease provisions that mandate subsidized "Universal Monthly Transit Passes" for the NCTD Sprinter and Breeze systems. These lease provisions must specify that the passes are provided at a subsidy level of 60% to 100% of the monthly cost. This approach increases transit accessibility for residents and employees, helps shift travel behavior away from single-occupancy vehicles, and aligns with the District's broader Transportation Demand Management (TDM) goals.

In addition to the universal pass program, information should continue to be provided to students about the CSUSM Compass Pass—a monthly transit pass subsidized by Cal State San Marcos and NCTD, which can be used on the Breeze and Sprinter systems. The Compass Pass is available through CSUSM Parking and Commuter Services (www.csusm.edu/parking, (760) 750-7500).

Benefits from universal transit pass program:

Universal transit passes provide multiple benefits, as discussed below.

For transit riders

- Free access to transit (e.g., eliminating the current $2.00 per ride or $59 per month NCTD Breeze/Sprinter transit pass price)
- Rewards existing riders, attracts new ones

- For employees who drive, making existing transit free can effectively create convenient park-and-ride shuttles to existing underused remote parking areas

For transit operators

- Provides a stable source of income
- Increases transit ridership, helping to meet agency ridership goals
- Can help improve cost recovery, reduce agency subsidy and/or fund service improvements

For transit-oriented districts

- Reduces traffic congestion and increases transit ridership
- Reduces existing parking demand: Santa Clara County's (CA) ECO Pass program resulted in a 19% reduction in parking demand
- Reduces unmet parking demand: UCLA's BruinGo! program resulted in 1,300 fewer vehicle trips which resulted 1,331 fewer students on the wait list for parking permits (a 36% reduction)
- Reduces future growth in parking demand: University of Washington's U-Pass program helped avoid construction of 3,600 new spaces, saving $100 million (since 1983 the university population increased by 8,000 but actually reduced the number of parking spaces)

For developers

- Universal transit pass programs can benefit developers if implemented concurrently with reduced parking requirements, which consequently lower construction costs

- Providing free transit passes for residents of developments provides an amenity that can help attract renters or home buyers as part of lifestyle marketing campaign appealing to those seeking a "downtown lifestyle"

For employees/employers

- Reduces demand for parking on-site
- Provides a tax-advantaged transportation benefit that can help recruit and retain employees

Implementation Details:

To implement and sustain a successful Universal Transit Pass or transit subsidy program, each project within the University District will be required to commit to the following actions during entitlement and ongoing operations:

1. **Define Subsidy During Entitlement:** As part of the Site Development Plan or equivalent entitlement submittal, the project applicant will specify the type and amount of transit pass subsidy to be offered (e.g., full fare coverage, percentage-based discount, or fixed monthly contribution per resident or employee).
2. **Document Implementation Method:** The transit pass program will be implemented through binding mechanisms such as lease agreements, employee benefit packages, or program enrollment managed directly by the On-Site TDM Coordinator. This implementation structure must be described in the entitlement documentation submitted to the City.
3. **Appoint Program Administrator:** The On-Site TDM Coordinator will be responsible for administering the transit pass program, including pass distribution, eligibility tracking,

and user education. Program details will be made available to tenants at the time of lease signing or move-in.

4. **Monitor and Report:** Transit pass participation rates and costs will be tracked by the TDM Coordinator and included in the bi-annual TDM Monitoring Memo. The program will be evaluated regularly to ensure continued usage and may be adjusted based on ridership feedback and demand.

2.8 Optional Strategy 9: Reserved Parking for Carpool, Vanpool, Carshare, and/or Park-and-Ride

Points: 1 point

Goal: Promote shared-ride modes of travel by reserving designated parking spaces within the University District for carpool, vanpool, carshare, and/or park-and-ride users.

Discussion: Providing reserved parking spaces for shared-ride vehicles offers a convenient incentive for commuters and residents to utilize alternative transportation modes. These designated spaces, positioned closer to building entrances or within preferred parking areas, reward individuals who choose to reduce single-occupancy vehicle (SOV) trips.

To support this goal, the University District will continue designating reserved parking spaces in highly visible and convenient locations within parking facilities throughout the district for exclusive use by registered carpools, vanpools, carshare vehicles, and/or park-and-ride participants. These spaces improve access and convenience for rideshare users while sending a visible message that shared mobility options are prioritized.

Designated carpool spaces are provided within the two parking structures in North City (PS1 and PS2). Additional carpool spaces will be designated within future parking structures as development continues. Allocating a portion of these spaces for shared-use vehicles aligns with

the City of San Marcos' goals to reduce vehicle miles traveled (VMT) and promote multi-modal transportation options.

This strategy complements other TDM measures in place and encourages a culture of ridesharing within the community, further supporting the University District's evolution into a connected, sustainable, and mobility-focused neighborhood.

Implementation Details:

To implement and manage reserved parking for carpool, vanpool, carshare, and/or park-and-ride users, the following actions will be carried out by the project applicant and maintained by the property management team:

1. **Regulate Parking Through CC&Rs:** All parking allocations, including those for shared-ride vehicles, will be regulated through Covenants, Conditions, and Restrictions (CC&Rs). These CC&Rs will be reviewed and approved by the City of San Marcos and recorded with the County Recorder's Office prior to issuance of building permits.
2. **Allocate Reserved Parking Based on Demand:** A portion of the total parking supply within each facility will be reserved for carpool, vanpool, carshare, or park-and-ride use, with initial allocations based on anticipated demand. These spaces will be identified in parking layout plans submitted during entitlement.
3. **Provide Signage for Reserved Spaces:** All reserved spaces will be clearly marked with signage to identify their intended use and prevent unauthorized parking. Signage will be installed prior to final inspection and maintained in good condition.

4. **Monitor and Adjust Based on Utilization:** The TDM Coordinator will monitor utilization of reserved spaces through on-site observation and user feedback. Utilization data will be reported in the bi-annual TDM Monitoring Memo, and the number of reserved spaces will be adjusted accordingly to meet evolving demand.
5. **Integrate Carshare Partnerships (as applicable):** Where feasible, the property manager or developer will establish partnerships with third-party carshare providers (e.g., Zipcar, Envoy) to supply vehicles within the district. Dedicated carshare spaces will be included in site plans and available prior to project occupancy.

Benefits:

- Encourages shared rides and reduces SOV trips.
- Provides a valuable amenity to residents and employees.
- Maximizes parking efficiency within the University District.
- Supports broader sustainability and TDM goals for the City of San Marcos.
- Reduces parking demand and potential traffic congestion.

Current Implementation:

Designated carpool parking spaces are currently provided within the two parking structures in North City: PS1 and PS2. These spaces are accessible to all residents, employees, and visitors within the University District Specific Plan area. As of the latest site inventory, several spaces in each facility are marked for shared-ride uses such as carpool and vanpool. The number of

reserved spaces is currently based on observed demand patterns and may be adjusted over time. Utilization trends, such as the high occupancy rates recorded between 85–93% during weekday mornings (as reported in the PS1 Monthly Parking Reports), help inform the allocation of carpool spaces to ensure availability and promote rideshare incentives. Ongoing monitoring will guide future adjustments to the number and location of these spaces.[5][6][7]

[5] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–August 2022).
[6] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–September 2022).
[7] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–October 2022).

2.9 Optional Strategy 10: Bike Repair Station

Points: 1 point

Goal: Support and encourage cycling within the University District by providing convenient access to bicycle repair and maintenance tools.

Discussion: As shown in **Figure 2.9**, TDM Map, both locations identified for bike repair stations within the Specific Plan qualify for point credit as they are less than ½ mile from both transit and high-quality bicycle facilities. Buffered bike facilities are planned along E. Barham Drive, Twin Oaks Valley Road, and E. Carmel Street. Providing bike repair stations is a practical and highly visible amenity that supports active transportation. These stations typically include air pumps, tire levers, wrenches, screwdrivers, and other basic tools for on-the-go repairs. Their presence helps reduce barriers to cycling and promotes a bike-friendly community.

To support cycling infrastructure and promote bike use across the University District, publicly accessible bike repair stations will be installed at a minimum within the Knoll Park Neighborhood Green on the west side of the district and within the central East Plaza on the east side. These are key, high-traffic areas that serve residents, students, employees, and visitors, and are ideally positioned to offer support for both daily commuters and recreational cyclists.

Given the University District's emphasis on multi-modal travel, proximity to the CSUSM campus, and ongoing bicycle infrastructure improvements along East Barham Drive (from Campus Way to La Moree Road), bike repair stations would complement the existing secure bike parking facilities (Mandatory Strategy 6) and encourage greater use of bicycles for both commuting and recreational purposes.

Implementation Details:

To fulfill the University District Specific Plan (UDSP) requirement for public bike repair amenities, two district-wide public bike repair stations will be installed as noted below; however, individual projects located a significant distance from these district-wide facilities are encouraged to provide an on-site bike repair station to serve their tenants and employees. All stations will be implemented by project developers and maintained by property managers or designated TDM Coordinators, as outlined below:

1. **Install Bike Repair Stations in Required Locations:** Two bike repair stations will be installed as required by the UDSP: one within the Knoll Park Neighborhood Green and one within the East Plaza, located east of Redel Road and south of Draft Republic. These repair station locations will be confirmed and shown during the site design process for the respective parks and installed prior to the parks opening for public use.
2. **Provide Instructional Signage:** Each station will include weather-resistant signage displaying available tools and step-by-step instructions for common bicycle repairs. Signage will be installed concurrently with the repair station equipment and reviewed during City final inspection.
3. **Ensure Visibility and Wayfinding:** Repair stations will be located in visible, well-lit areas and supported by wayfinding signage consistent with the district's wayfinding strategy

(see Mandatory Strategy 5). Station placement and lighting will be incorporated into civil and landscape plans submitted during entitlement.

Maintain Functionality: The designated Property Manager or On-Site TDM Coordinator will conduct routine inspections of the repair stations as part of the bi-annual TDM Monitoring process. Any damaged or missing tools will be repaired or replaced within 30 days of issue identification, and maintenance actions will be logged in the TDM Monitoring Memo submitted to the City.

Benefits:

- Promotes bicycle usage and active transportation.
- Reduces minor maintenance barriers for cyclists.
- Enhances the bicycle-friendly character of the University District.
- Supports long-term sustainability goals.
- Complements existing bike infrastructure improvements and secure bike parking.

2.10 Optional Strategy 12: Showers and Lockers

Points: 1 point

Goal: Encourage active commuting—such as walking, running, and cycling—by providing access to on-site shower and locker facilities for employees, residents, and visitors within the University District.

Discussion: The availability of showers and lockers is a key supporting amenity for active transportation. Providing these facilities encourages residents, employees, and visitors to walk, run, or bike to their destinations without concern for comfort or hygiene upon arrival. Ensuring that showers and lockers are available at strategic locations throughout the University District supports individuals who choose to commute via active transportation modes and reinforces the District's commitment to sustainability and wellness.

Within the University District, showers and lockers are already available at two locations: Union Cowork and Mesa Rim. The presence of these facilities aligns with the City of San Marcos TDM Policy and the overarching vision of fostering a vibrant, multi-modal community. Their distribution across multiple locations ensures accessibility for a wide range of users, including residents, workers, and gym patrons, enhancing convenience and promoting year-round use of active travel modes.

Wayfinding signage (Mandatory Strategy 5) should be leveraged to identify and direct users to these facilities, integrating them into the larger multi-modal wayfinding network being developed for the University District. Visibility and ease of access are essential to encouraging use, and showers and lockers should remain clean, secure, and open during regular operating hours to maximize benefit.

Implementation Details:

To support active transportation and employee wellness, the following measures will be implemented and maintained by the Property Managers and TDM Coordinators at designated University District sites:

1. **Maintain Shower and Locker Facilities:** Shower and locker facilities will be maintained at Union Cowork and Mesa Rim to serve active commuters and on-site employees. These facilities will be kept operational and accessible during standard building operating hours and included in building amenity documentation submitted during entitlement. Union Cowork and Mesa Rim facilities are membership-based; therefore, the shower and locker facilities within these sites are not available for use by the general public. However, users within the University District Specific Plan area are welcome to obtain memberships, which would provide access to these amenities.
2. **Provide Wayfinding Signage:** Directional signage will be installed at key pedestrian and bicycle corridors to guide users to the nearest shower and locker locations. Signage will be incorporated into site plans and installed prior to final occupancy of each respective project phase.
3. **Ensure Cleanliness, Security, and Accessibility:** Property Managers or On-Site TDM Coordinators will be responsible for routine cleaning, security monitoring, and general

upkeep of shower and locker facilities. Access procedures will be clearly posted on-site, and any reported issues will be addressed within 48 hours.

4. **Promote Amenities Through Outreach:** Information about available showers and lockers will be actively promoted through Transportation Information Centers (Mandatory Strategy 2) and distributed in orientation packets, newsletters, and digital tenant portals. Promotion materials will be updated annually.
5. **Monitor and Report Usage Trends:** Usage of shower and locker facilities will be reviewed bi-annually by the TDM Coordinator as part of the required TDM Monitoring Memo. If increased demand is observed, additional facilities will be considered and incorporated into future project phases or tenant improvements.

To receive TDM credit, future office and non-residential projects must either (a) receive approval to utilize existing shower and locker facilities or (b) provide on-site facilities of their own. Use of shared amenities without documented approval will not be eligible for TDM points.

Benefits:

- Encourages active transportation commuting.
- Increases comfort and convenience for cyclists and pedestrians.
- Enhances the health and wellness of residents and employees.
- Supports reduced vehicle trips and parking demand.
- Strengthens the District's branding as a multi-modal, pedestrian- and cyclist-friendly community.

2.11 Optional Strategy 20: Unbundled Parking

Points: 1 point

Goal: Increase housing affordability and incentivize fewer vehicles.

Recommendation: Parking costs are generally subsumed into the sale or rental price of housing for the sake of simplicity and because that is the more traditional practice in real estate. But although the cost of parking is often hidden in this way, parking is never free—with garage spaces in the district expected to cost over $25,000 each.

To address this, all residential developments are encouraged to "unbundle" the full cost of parking from the cost of housing by creating a separate parking charge. Looking at parking as a tool to achieve revitalization goals requires some changes to status quo practices, since providing anything for free or at highly subsidized rates encourages use and means that more parking spaces must be provided to maintain availability.

Unbundling parking costs changes parking from a required purchase to an optional amenity, providing a financial reward to residents who decide to forgo car ownership. This allows employers and residents to freely choose how many spaces they wish to lease. Among households with below-average vehicle ownership rates—such as low-income individuals,

singles and single parents, seniors on fixed incomes, and college students—this flexibility can provide a substantial financial benefit.

This strategy is not applicable to single-family homes or residential projects where parking is provided as attached, exclusive-use garages or driveways, as the parking cannot reasonably be separated from the dwelling unit.

It is important to note that construction costs for residential parking spaces can substantially increase the sale or rental price of housing. These costs can also limit the total number of housing units that can be delivered under current zoning and building envelope constraints. Charging separately for parking may be the single most effective strategy to encourage households to own fewer cars and rely more on walking, cycling, and transit.[8]

According to one study, unbundling residential parking can significantly reduce household vehicle ownership and parking demand. It is critical that residents and tenants are made aware that rents, sale prices, and lease fees are reduced because parking is charged separately. Rather than paying "extra" for parking, the cost is simply separated out—allowing residents to choose how much parking they wish to purchase with no requirement to lease a minimum amount.

[8] Litman, Todd. "Parking Requirement Impacts on Housing Affordability." Victoria Transport Policy Institute, 2004.

Implementation Details:

The following measures will be maintained by Property Managers at residential developments within the University District:

1. **Maintain Lease-Based Parking Separation:** All residential lease agreements will continue to reflect a separate charge for parking, in accordance with the University District Specific Plan. The cost of parking will not be included in base rent to reinforce unbundled pricing.
2. **Provide Supporting Documentation During Monitoring:** Property Managers will submit anonymized lease samples, parking pricing summaries, or equivalent supporting materials as part of the bi-annual TDM Monitoring Memo. This documentation will confirm compliance with unbundled parking practices and assist in assessing utilization trends. No additional reporting beyond the established monitoring process is required.

2.12 Optional Strategy 24: Mixed Use Development with On-Site Amenities/Services

Points: 1-2 points

Goal: Reduce the need for vehicle trips by providing a diverse mix of land uses and on-site amenities within the University District that support daily needs within walking distance.

Discussion: Mixed-use development is a fundamental strategy within Transportation Demand Management because it inherently reduces the need for vehicle trips. By co-locating housing, employment, retail, recreation, and dining within a compact, walkable environment, residents and visitors are able to complete errands, access services, and enjoy leisure activities without leaving the site.

To support this approach, the University District will continue to implement the Specific Plan, which encourages mixed-use development patterns that integrate residential, retail, office, dining, recreational, and service-oriented uses throughout the District. This allows residents, employees, and visitors to meet their daily needs without relying on a car, while also supporting the City's VMT reduction goals.

The University District already exemplifies this strategy through its comprehensive land use mix, which includes residential units, retail shops, restaurants, office space, educational facilities, a

rock climbing gym, public spaces, and other lifestyle amenities. This strategy reinforces that development pattern and supports the integration of similar uses in future projects.

Wayfinding signage (Mandatory Strategy 5) should help highlight these on-site amenities to enhance pedestrian visibility and promote connectivity across the District, making walking the most convenient and preferred choice for short trips.

Implementation Details:

To support a walkable, multi-functional environment and reduce the need for off-site vehicle trips, the following measures will be implemented by individual projects and maintained by property managers or designated TDM Coordinators across the University District:

- A mix of land uses, including residential, retail, office, commercial, recreational, and service-oriented spaces, will be maintained as established in the University District Specific Plan.
- Existing on-site amenities such as restaurants, cafes, fitness centers, grocery and convenience retail, coworking spaces (e.g., Union Cowork), and outdoor parks will be promoted through property management and TDM materials.
- These amenities will be incorporated into Transportation Demand Management (TDM) outreach and marketing, as part of ongoing engagement led by Property Managers or designated TDM Coordinators.
- Wayfinding signage identifying key amenities will be provided, consistent with Mandatory Strategy 5, to encourage pedestrian circulation between uses.

- Ground-floor active uses and pedestrian-oriented design will continue to be encouraged through development review processes as outlined in the Specific Plan.

Benefits:

- Reduces vehicle trips for daily errands and activities.
- Encourages walking and cycling within the District.
- Enhances vibrancy and sense of place.
- Supports local businesses through increased foot traffic.
- Aligns with sustainability and VMT reduction goals.

2.13 Optional Strategy 27: Low-Cost Off-Site Transit Stop Amenities and Upgrades

Points: 1 point per feature

Goal: Improve the comfort, safety, and accessibility of nearby transit stops serving the University District to encourage increased transit use.

Discussion: Comfortable and well-maintained transit stops play a significant role in encouraging transit ridership. Small but thoughtful improvements can enhance the user experience and reduce barriers to using public transportation.

To support this, the University District will implement low-cost upgrades to off-site transit stops within proximity to the district to better serve transit riders and improve the overall transit experience. These improvements may include basic amenities such as seating, shade structures, lighting, and clear signage—features that increase comfort, visibility, and wayfinding for users while waiting for buses or transfers.

While the University District already benefits from its close proximity to NCTD bus routes and Sprinter rail service, many of the existing bus stops surrounding the area remain under-equipped. Enhancing these stops with low-cost but high-impact upgrades will help bridge the gap between infrastructure and accessibility.

These upgrades align with the goals of the City of San Marcos' TDM Policy to promote transit use, enhance last-mile connectivity, and foster a more transit-supportive environment throughout the broader University District.

Implementation Details:

To support a safe and comfortable transit experience for University District residents, students, and employees, coordination will be led by individual project applicants or property managers, working with the City of San Marcos and the North County Transit District (NCTD), through these following actions:

- Coordinate with NCTD and the City to identify transit stops adjacent to the University District that may be eligible for low-cost amenity upgrades, particularly those with high ridership or proximity to planned pedestrian infrastructure.
- Potential amenities may include trash receptacles, public art, enhanced lighting, static route maps, and posted transit schedules.
- Coordination efforts will focus on identifying opportunities to enhance comfort and safety without requiring direct project funding or construction of off-site improvements.
- If funding or partnership opportunities become available through NCTD or other agencies, the City and project stakeholders may explore collaboration on implementation.

A map of existing and eligible bus stop improvement sites within and adjacent to the University District is included in **Figure 2.9** (UDSP TDM Map). This figure identifies NCTD stops eligible for low-cost amenity upgrades such as benches, trash receptacles, or shelters.

Benefits:

- Enhances the comfort and safety of transit riders.
- Encourages increased transit use.
- Supports a seamless multi-modal transportation experience.
- Strengthens connections between the University District and regional transit services.
- Contributes to reduced vehicle trips and parking demand.

2.14 Optional Strategy 29: Other Measures

2.14.1 29A: Transit-Oriented Development

Points: 2 points

Goal: Develop a compact and sustainable community incorporating smart growth measures and a variety of alternative transportation modes.

Discussion: The University District is a model of transit-oriented development, benefitting from immediate proximity to two SPRINTER stations—San Marcos Civic Center Station and Cal State San Marcos Station—both of which are located within comfortable walking distance. It is also adjacent to several BREEZE bus stops and serves as a designated NCTD+ pick-up and drop-off location. This exceptional access to transit, combined with the District's adjacency to CSUSM, the Civic Center, and Kaiser Medical Center, enables a compact development that supports a healthy, connected, and active living environment with integrated live, work, recreational, and entertainment opportunities.

To support and enhance this foundation, the University District will continue to implement the comprehensive land use and multi-modal circulation plan outlined in the University District Specific Plan. This plan was intentionally designed with Transportation Demand Management (TDM) principles at its core, establishing a comprehensive mixed-use and multi-modal transportation strategy that promotes a compact, walkable community. Residents, workers, and

visitors can conveniently access transit, employment, housing, retail, entertainment, and recreation without relying on single-occupancy vehicles.

The land use plan is strategically structured to link major regional destinations—including CSUSM, the San Marcos Civic Center, Kaiser Medical Center, and the San Marcos Creek District—through a network of walkable streets and active transportation amenities. Compact, mixed-use, and transit-oriented development is emphasized to create an authentic and lively urban core in the heart of San Marcos.

Fundamental to the success of the District is the planned distribution of land uses—retail, entertainment, services, employment, public transit, parks, plazas, and a range of housing types—all conveniently located within walking distance of each other. This mix, paired with pedestrian- and bicycle-oriented street design, reduces the vehicle trips typically generated when these uses are dispersed throughout a region.

High residential and employment densities further increase the viability of public transportation services and support long-term TDM goals. The land use framework builds in flexibility by allowing transfers of land use entitlements between the west and east sides of the project, so long as there is no net increase in overall development intensity. The Specific Plan also utilizes a form-based code to define attractive street edges, reinforce relationships between buildings and public space, and encourage a compatible blend of commercial, residential, and civic uses throughout the District.

NCTD+—an innovative, on-demand, shared-ride service operated by the North County Transit District—enhances this system by offering flexible first- and last-mile connectivity within the San Marcos service zone. With the University District centrally located within this zone, it is uniquely positioned to lead the region in transit-oriented, multimodal development.

Altogether, the University District Specific Plan exemplifies TDM-aligned planning by reinforcing transit accessibility, reducing vehicle dependency, and fostering a sustainable, connected, and pedestrian-friendly urban environment.

Implementation Details:

To support the University District's transit-oriented development framework, the following measures will be implemented by individual project applicants in coordination with the City of San Marcos and maintained through the University District Specific Plan:

- Maintain higher-intensity, mixed-use development patterns within ½ mile walking distance of SPRINTER stations, BREEZE bus stops, and designated NCTD+ pick-up/drop-off locations, consistent with the City of San Marcos' minimum Floor Area Ratio (FAR) requirement of 0.75 (excluding land area dedicated to parks, paseos, and plazas).
- Implement the land use and multi-modal circulation plan as outlined in the Specific Plan, including walkable street grids, pedestrian amenities, and integrated connections between housing, employment, and transit.
- Apply the form-based code adopted in the Specific Plan to all new development projects, ensuring active frontages, pedestrian-scale design, and compatible transitions between uses.

- Allow for transfers of land use entitlements between the west and east sides of the District, in accordance with Section III.4 and Section IX.6.1 of the University District Specific Plan, to preserve development flexibility while maintaining overall intensity caps.
- Coordinate with NCTD and the City of San Marcos on transit infrastructure planning and service availability, including SPRINTER, BREEZE, and NCTD+ service integration.
- Monitor implementation progress through the TDM Monitoring Memo process, including updates on proximity to transit, walkability enhancements, and multi-modal infrastructure as each phase develops.

2.14.2 29B: Comprehensive Pedestrian and Bicycle Network

Points: 2-5+ points

Goal: Support and encourage pedestrian and bicycle travel to, from, and within the University District by implementing a comprehensive network of infrastructure improvements—including bikeways, pedestrian routes, multi-use trails, and grade-separated crossings—that provide safe, connected, and accessible pathways for all users. These enhancements will strengthen multimodal connectivity across the District, including direct links between University District East, West, and the CSUSM campus.

Discussion: Pedestrian and bicycle infrastructure plays a crucial role in promoting walking and cycling as viable and attractive modes of transportation. Safe, dedicated, and well-connected routes encourage residents, employees, students, and visitors to utilize active travel options for commuting, recreation, and short-distance trips—reducing reliance on single-occupancy vehicles.

To support these goals, the University District will continue implementing the comprehensive pedestrian and bicycle network outlined in the Specific Plan, coordinating with the City of San Marcos to ensure consistency with the City's Active Transportation Plan (ATP). This integrated approach helps align local infrastructure with regional mobility standards and creates seamless connections between the District, CSUSM, and surrounding neighborhoods.

Please see **Figure 2.5** for a Pedestrian and Bicyclist Linkages Diagram and **Figure 2.6** for a Pedestrian and Vehicular Gateway Diagram.

Figure 2.5: Pedestrian and Bicyclist Linkages Diagram

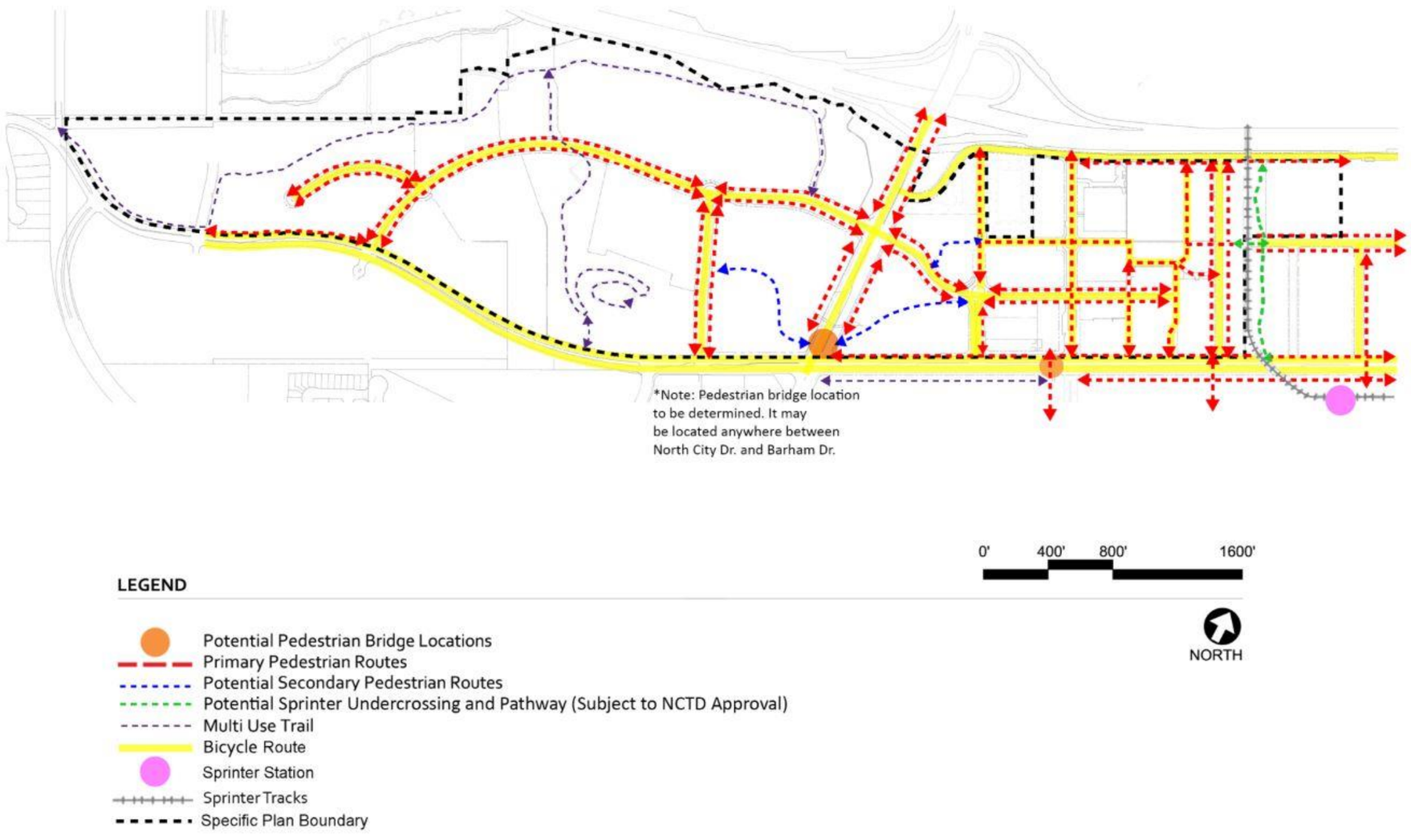


Figure 2.6: Pedestrian and Vehicular Gateway Diagram

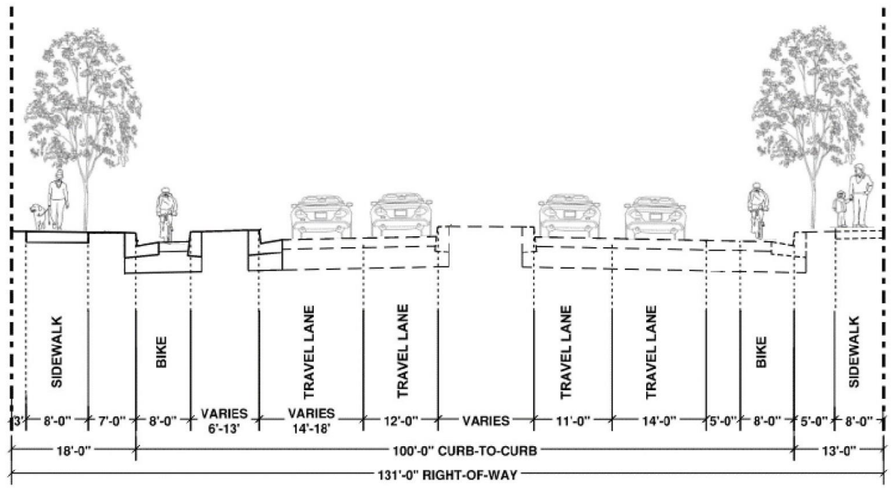
Significant improvements are already underway along East Barham Drive, where the Project will install Class IV bikeways on the north side of the corridor from Twin Oaks Valley Road to La Moree Road. Buffered bike lanes will also be constructed along East Carmel Street, while Class IV facilities along Twin Oaks Valley Road are currently being evaluated by the City as part of ATP implementation. These upgrades, along with secure bike parking (Mandatory Strategy 6) and on-site bike repair stations (Optional Strategy 10), contribute to a robust, bicycle-supportive environment.

Beyond bikeways, the Specific Plan calls for an interconnected system of pedestrian routes and multi-use trails that promote walkability, support recreational use, and link key destinations, open spaces, and mobility hubs throughout the District. In support of this pedestrian-first vision, grade-separated pedestrian bridges are being utilized to enhance safety and continuity across major roadways. One pedestrian bridge has already been constructed across East Barham Drive to link University District East with CSUSM, and a second is planned to span Twin Oaks Valley Road—connecting the eastern and western halves of the District and providing uninterrupted, high-comfort access for pedestrians and cyclists.

Please refer to **Figure 2.7**, which illustrates a segment of Barham Drive's street section (Street Type K-2c) as defined in the University District Specific Plan. This figure demonstrates the District's commitment to walkability and bikeability through thoughtful multimodal design.

Figure 2.7: Barham Drive's Street Section (Street Type K-2c)

Street Type K-2c Barham Drive (East of Street Type J)



Standards:	
Design Speed:	45 mph
Right-of-Way Width:	131'
Curb-to-Curb Width:	100'
Parking Lane Width:	Not Applicable
Bike Lane Width:	8' separated/protected by 5' raised barrier island on the north and 5' bike buffer on the south
Travel Lane Width:	11'-18'
Drainage Type:	Curb and Gutter
Width of Parkways:	18' (north) and 13' (south)
Tree Species and Spacing:	Median: *Pinus Pinea* Spaced at 50' Maximum on Center; Street Tree: *Lagerstroemia* 'Muskogee' Spaced at 25' Maximum on Center. May be modified through Site Development Plan, Director's Permit, or Conditional Use Permit review.

Notes:
The spacing of street trees may be modified where curb-cuts are required for driveway access;
See Figure IV.J: SWQ in Public R.O.W.;
See Figure VI.E: Street Tree Diagram
Reclassification of Barham Dr. to a 4-lane roadway is contingent upon approval of the City-initiated General Plan Update.

Implementation Details:

To support a safe, connected, and accessible active transportation network, the following measures will be implemented by individual project applicants in accordance with the University District Specific Plan and the City of San Marcos Active Transportation Plan (ATP):

- Pedestrian and bicycle improvements will be implemented in accordance with Specific Plan street type standards, and the project team will coordinate with the City to ensure infrastructure is consistent with the ATP and phased project development.
- Wayfinding signage will be integrated throughout the University District to direct pedestrians and cyclists to bicycle and pedestrian routes, trails, crossings, and bridge access points, in accordance with Mandatory Strategy 5.
- Bicycle and pedestrian route information will be promoted through Transportation Information Centers (Mandatory Strategy 2), tenant welcome materials, and district-specific maps. Pedestrian bridge locations and connections will be highlighted in these materials to improve user awareness and navigation.
- All pedestrian and bicycle infrastructure constructed within the University District will include features consistent with adopted plans and applicable design standards, such as:
- Buffered or protected bike lanes (where required by the Specific Plan)
- Bicycle detection sensors and markings at signalized intersections (as identified in the City's ATP)
- Enhanced crosswalks with high-visibility striping
- ADA-compliant curb ramps and sidewalks along all public rights-of-way
- Pedestrian-scale lighting along primary corridors
- The existing pedestrian bridge across East Barham Drive will be maintained to ensure a continuous, grade-separated route between University District East and the CSUSM campus.

- A second pedestrian bridge is planned to span Twin Oaks Valley Road, further connecting University District East and West. The project team will continue to coordinate with the City of San Marcos regarding design, funding, and implementation timelines.
- Certain network elements—such as pedestrian bridges, Class I/IV bikeways, or Sprinter crossings—may not be delivered solely by an individual project. In these cases, TDM credit may still be awarded proportionally if the project contributes to the funding of these features.
- Design and construction of these facilities will be incorporated into the site development process, and implementation progress will be monitored through the bi-annual TDM Monitoring Memo.

Benefits:

- Enhances bicycle and pedestrian connectivity throughout the University District, including safe, direct connections to CSUSM.
- Increases safety and comfort for cyclists and pedestrians through the use of protected bikeways, enhanced crossings, and grade-separated pedestrian bridges.
- Encourages active transportation and reduces vehicle trips, particularly for short intra-district travel.
- Complements on-site bicycle and pedestrian amenities and reinforces a walkable, multimodal urban environment.
- Improves access between residential, commercial, institutional, and recreational destinations across both sides of the District.
- Aligns with the City of San Marcos' TDM Policy, Complete Streets principles, and long-term sustainability goals.

2.14.3 29C: Pursue a "Park Once" Strategy

Points: 1-3 points

Goals: Make efficient use of the parking supply by including as many spaces as possible in a common pool of shared, publicly available spaces. Build a small number of cost-effective, strategically located parking structures, rather than many small, inefficient and scattered private lots.

Discussion: Fundamental to the creation of a thriving, compact mixed-use district is the establishment of a "Park Once" environment. Rather than maintaining the typical suburban pattern—where each single-use building is surrounded by isolated, private parking lots requiring multiple vehicular movements—this strategy promotes a centralized and shared approach to parking. In the suburban model, completing three errands often means six separate movements involving three different parking spaces. In contrast, a "Park Once" strategy allows individuals to park once and access multiple destinations on foot, reducing trips, improving efficiency, and reinforcing a pedestrian-friendly environment.

To support this goal, the University District will adopt a "Park Once" strategy by operating as many parking spaces as possible in a common pool of shared, publicly available spaces. This will be achieved through the following policies:

1. Continue constructing public lots and garages. The University District currently has two existing parking structures, and two additional parking structures are proposed (refer to **Figure 2.9**, TDM Map).
2. Facilitate shared and/or valet parking in parking lots wherever feasible. These flexible arrangements allow multiple users and land uses to draw from the same parking resource, avoiding the inefficiencies of private, siloed parking supply.

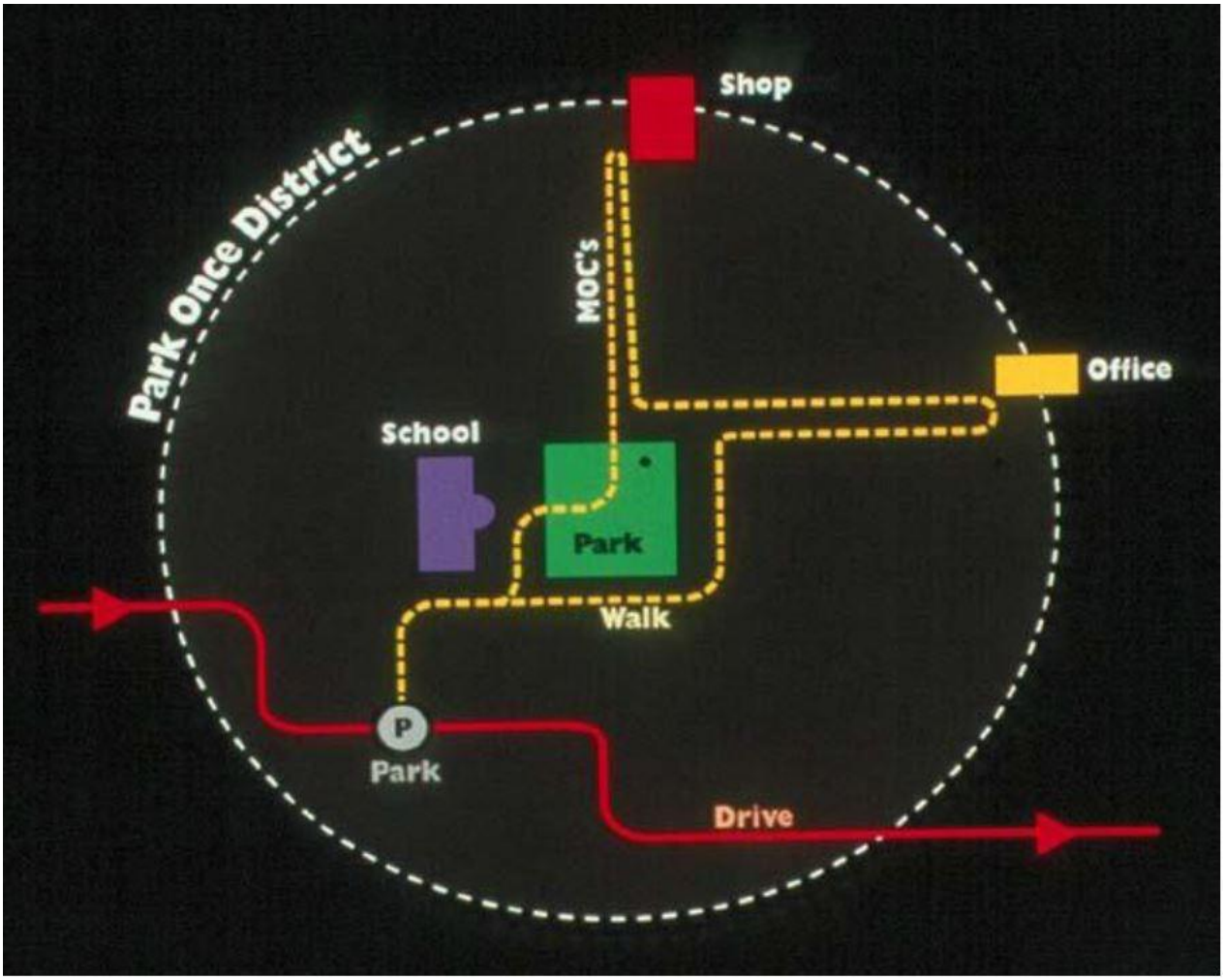
Without shared parking, private lots are often sized for peak demand, leading to oversized lots, underused space, and a land use pattern that is neither compact nor transit-oriented. This leads to freestanding retail boxes surrounded by surface parking or buildings disconnected from the street—conditions that suppress walkability, encourage vehicle dependence, and reduce urban vibrancy.

Additionally, when parking is fragmented across private lots, visitors often face restrictive signage and threats of towing if they patronize businesses other than those directly adjacent to a given lot. This disjointed model puts mixed-use districts at a disadvantage compared to shopping malls, which understand the importance of managing parking as a single pool that serves all tenants and welcomes all customers.

The compactness and mixed-use character of the University District make it especially well-suited for a “Park Once” approach. Operating its parking supply as a single shared utility—just like streets or sewers—can significantly reduce daily vehicle trips and the total number of

required parking spaces. See **Figure 2.8** for a visual representation of the "Park Once" concept and its implications for urban circulation.

Figure 2.8: "Park Once" District



Shared Parking among Uses with Differing Peak Times: Spaces can be efficiently shared between uses with differing peak hours, peak days, and peak seasons of parking demand (such as office, restaurant, retail and entertainment uses).

Shared Parking to Spread Peak Loads: The parking supply can be sized to meet average parking loads (instead of the worst-case parking ratios needed for isolated suburban buildings), since the common supply allows shops and offices with above- average demand to be balanced by shops and offices that have below-average demand or are temporarily vacant.

Implementation Details:

To support the University District's commitment to efficient, district-wide parking management, the following actions will be implemented by individual project applicants in accordance with the Specific Plan and phased project development:

- Continue development of centralized parking structures to serve multiple land uses and reduce reliance on fragmented surface parking. Two parking structures—PS1 and PS2—are currently operational, with two additional facilities proposed as shown in **Figure 2.9** (TDM Map).
- Design future parking facilities to support shared use where feasible, including configurations that allow for multiple user groups (e.g., residents, commercial patrons, office employees) to draw from the same parking resource. Shared parking arrangements will be evaluated through the site development permit process.
- Support valet and flexible parking management strategies where applicable to enhance parking efficiency and increase utilization in constrained areas.
- Include "Park Once" principles in TDM outreach materials and site-level wayfinding signage, helping reinforce pedestrian connectivity between parking structures and surrounding land uses (see Mandatory Strategy 5).
- Monitor utilization of shared parking facilities through the bi-annual TDM Monitoring Memo, using observed occupancy data to assess the effectiveness of shared parking operations and overall parking demand.

Studies show that mature mixed-use districts utilizing a "Park Once" strategy require between 1.6 and 1.9 occupied spaces per 1,000 square feet of nonresidential built space—only one-third to one-half of what is typically needed in suburban development.

Key benefits of fully implementing a "Park Once" strategy in the University District include:

- A more welcoming experience for customers and visitors, free from exclusionary parking signage
- Strategic placement of fewer, more space-efficient garages and lots, resulting in better urban design and redevelopment potential
- More cost-effective and efficient construction of parking facilities
- A vibrant pedestrian realm, as motorists become pedestrians who animate the street, support retail businesses, and reinforce the walkability and liveliness of the district

By concentrating parking into shared facilities and enabling people to leave their cars behind for multiple errands or activities, a "Park Once" strategy is a foundational component of creating a sustainable, transit-supportive, and pedestrian-oriented urban core.

2.14.4 29D: Reduce Minimum Parking Requirements

Points: 1 point

Goal: Remove barriers to new development in the University District; encourage efficiently shared public parking rather than many small, inefficient private lots; and create a healthy market for parking, where parking spaces are bought, sold, rented and leased like any normal commodity.

Discussion: In order for San Marcos to realize its goals for the development of the University District as a walkable, downtown district, parking policies must support those goals. Excessive parking requirements are one of the biggest obstacles to many cities' efforts to encourage new residential and commercial development in revitalizing urban areas. As UCLA professor Don Shoup describes it, "*Parking requirements cause great harm: they subsidize cars, distort transportation choices, warp urban form, increase housing costs, burden low-income households, debase urban design, damage the economy, and degrade the environment… [O]ff-street parking requirements also cost a lot of money, although this cost is hidden in higher prices for everything except parking itself.*"

To support these goals, the University District will continue to implement the parking standards outlined in the Specific Plan, which significantly reduce minimum parking requirements compared to the City's Municipal Code. These reduced requirements are better suited to a dense, walkable, mixed-use environment and support the goals of transit-oriented development and Transportation Demand Management (TDM).

The Specific Plan was deliberately prepared to minimize parking requirements and allow for shared parking among users. Urban Villages San Marcos conducted a two-year analysis of parking within the District, which demonstrated that the lower parking ratios work in practice and are appropriate for the area's intended character and travel patterns.

A review of comparable "Main Street" mixed-use districts found that successful downtowns typically see peak parking occupancy rates of just 1.6 to 1.9 spaces per 1,000 square feet of non-residential development (see **Table 2.1**). This aligns closely with the University District Specific Plan's requirements:

- 2 spaces per 1,000 square feet for non-residential uses
- 1 space per residential unit, regardless of bedroom count
- 0 parking spaces required for student housing, as students with cars can park on campus

In contrast, the City of San Marcos Municipal Code currently mandates:

- 4 spaces per 1,000 square feet for retail and office uses
- 1 to 2 spaces per multi-family unit, depending on bedroom size
- 1 additional guest space per 3 units

Given the documented differences in parking demand between compact, mixed-use downtowns and conventional suburban environments, applying suburban parking standards to the

University District would undermine its walkability, increase costs, and misallocate land. The Specific Plan provides a more context-sensitive approach that supports long-term economic development, housing affordability, and sustainable urban form in San Marcos.

Implementation Details:

To support compact, walkable development and reduce barriers to new housing and commercial projects, the following actions will be implemented by individual project applicants and maintained in accordance with the University District Specific Plan:

- Reduced minimum parking requirements established in the Specific Plan will continue to be applied during the development review process. These standards include:
  - 2 spaces per 1,000 square feet for non-residential uses
  - 1 space per residential unit, regardless of bedroom count
  - 0 parking spaces required for student housing, with students expected to utilize on-campus parking where applicable
- All proposed projects within the University District will be reviewed for consistency with the Specific Plan's parking ratios, rather than the higher ratios listed in the City's base Municipal Code. Parking allocations will be documented in entitlement applications and evaluated by City staff as part of the approval process.
- The parking standards outlined in the Specific Plan are supported by a prior districtwide parking analysis, and no additional justification or variance is required for projects meeting these ratios.
- No guest parking requirement is applied beyond the base 1 space per unit standard, further supporting affordability and design flexibility for multi-family developments.

Table 2.1: Summary of Parking Occupancy in Four Main Street Districts

	City Population	Mode Split[1]							Occupied Parking Spaces per 1,000 Sq.Ft.[3]
		Drove Alone	2 or More Person Carpool	Transit	Bicycle	Walked	Other Means	Worked at Home	
Chico	*59,900*	*61%*	*12%*	*1%*	*11%*	*13%*	*1%*	*1%*	*1.7*
Palo Alto	*58,600*	*80%*	*9%*	*4%*	*3%*	*3%*	*1%*	*0%*	*1.9*
Santa Monica	*84,100*	*74%*	*11%*	*11%*	*1%*	*2%*	*1%*	*0%*	*1.8*
Kirkland, WA[2]	*45,600*	*77%*	*12%*	*4%*	*0%*	*2%*	*1%*	*4%*	*1.6*

[1] Source: Census Transportation Planning Package (CTPP) 2000.
[2] Commuter mode split for Kirkland, Washington is not limited to the main street district, but covers commuting to the entire city, due to lack in data from CTPP 2000.
[3] Sq. Ft. refers to occupied non-residential built area in Chico and Palo Alto and both vacant and occupied non-residential built area in Santa Monica and Kirkland.

Ongoing Performance Monitoring:

Parking utilization data collected from PS1 over multiple months consistently shows that, even during peak periods, the garage rarely exceeds 80–85% occupancy. For example, data from September and October indicates average peak occupancies between 85–93% on weekday mornings, with Level 4 and portions of Level 0 consistently underutilized. Despite full residential occupancy, overall garage utilization remains below critical capacity thresholds, supporting the effectiveness of current reduced parking ratios in the University District Specific Plan (UDSP). Moreover, shared parking between residential, office, and retail uses has proven successful, enabling efficient space use and minimizing unnecessary overbuilding of parking infrastructure.[9][10][11]

[9] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–August 2022).
[10] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–September 2022).
[11] Parking utilization data sourced from the "PS1 Monthly Report – Sea Breeze-Pebble" (May–October 2022).

2.14.5 29E: Offer Employees a Special Rate on Housing for Living in the District

Points: 3 points

Goal: Encourage employees to live within the University District by offering housing incentives, thereby reducing commute-related vehicle trips and supporting a sustainable, walkable community.

Discussion: Providing housing incentives for employees working within the University District helps achieve multiple Transportation Demand Management (TDM) goals, including reducing vehicle miles traveled (VMT), minimizing local traffic congestion, and supporting a strong live/work community. By encouraging employees to live close to their workplace, this strategy reduces reliance on single-occupancy vehicle commutes, shortens travel distances, and promotes walking, biking, or transit use.

To support this approach, the University District will promote and continue to implement discounted housing rates or other residential incentives for employees who work within the District. These discounts should be offered in coordination with property managers and employers operating within the District and considered as a part of the TDM monitoring process.

Block C housing currently offers discounted rates to employees working within the University District, serving as an early example of this strategy in action. These incentives provide flexibility for property managers while reinforcing a strong commitment to employee-focused housing affordability and mobility reduction.

In addition to supporting sustainable transportation choices, such incentives help strengthen community cohesion and contribute to the vibrancy and economic vitality of the District by allowing employees to live near where they work—an essential feature of a successful, compact, and connected urban environment.

Implementation Details:

To support reduced commute trips and promote local housing options for employees, the following implementation steps will be carried out by individual property managers in accordance with current property-level practices:

- Employee housing incentives, such as discounted rental rates or flexible lease terms, will continue to be offered at participating properties such as Block C.
- The structure of employee incentives may vary based on current leasing and market conditions, and will be managed by each individual property.
- TDM Coordinators and leasing offices will publicize the availability of employee housing incentives, including communication through employer partnerships where applicable.
- Participation in employee housing incentive programs will be tracked by Property Managers and reported in the bi-annual TDM Monitoring Memo. Tracked data may include the number of active offers, participation counts, and the percentage of leased units under incentive terms.
- No new programs are required beyond existing offerings, and collaboration with employers or expansion of incentives will be considered only as opportunities arise and are feasible under local property management discretion.

Benefits:

- Reduces commute-related VMT and parking demand.
- Encourages a stable, local workforce.
- Supports walkability and the live-work vision of the University District.
- Enhances housing affordability and employee satisfaction.

- Aligns with the City of San Marcos' broader TDM, sustainability, and housing goals.

2.14.6 29F: Other Strategies

Points: TBD

Goal: Provide flexibility for applicants to propose customized Transportation Demand Management (TDM) strategies that are not already listed in the University District Specific Plan (UDSP), enabling innovative and site-specific approaches to reducing vehicle trips.

Discussion: While this document outlines a comprehensive menu of mandatory and optional TDM strategies, there may be unique circumstances where certain strategies are infeasible for a specific project due to site constraints, project type, or operational limitations. In such cases, applicants may work with City of San Marcos staff to identify and develop other TDM strategies that are practical, achievable, and capable of producing measurable trip reductions.

This approach encourages creativity and innovation, allowing applicants to tailor solutions to the needs of their site while still advancing the City's TDM goals. These strategies must demonstrate a direct connection to reducing single-occupancy vehicle trips and supporting the broader objectives of the City's General Plan, Climate Action Plan, and UDSP.

Implementation Details:

- Applicants will be responsible for submitting proposed "Other Strategies" in place of, or in addition to, listed optional strategies.

- Proposals must include:
- A clear description of the strategy.
- The proposed point value, based on anticipated trip reduction benefits.
- Supporting documentation or analysis to justify the assigned point value.
- Evidence of feasibility, implementation methods, and monitoring measures.
- Strategies will be reviewed by City staff to ensure consistency with the City of San Marcos TDM Policy and to verify the appropriateness of proposed point values.
- Applicants should document proposed strategies in the **Optional Strategy 29F – Other Strategies Not Listed** section of the TDM Implementation Checklist.

Benefits:

- Provides flexibility for applicants with site-specific challenges.
- Encourages innovation in TDM program design.
- Ensures all projects, regardless of constraints, can contribute to trip reduction goals.
- Allows the City to incorporate new and emerging best practices over time.

2.15 Overview of TDM Strategies

The strategies presented in this section represent the culmination of the Transportation Demand Management (TDM) measures described in the preceding sections of this report. Each strategy corresponds to the numbering and descriptions in the City of San Marcos TDM Policy and aligns with the categories in the University District TDM Implementation Checklist.

For clarity and ease of reference, the strategies are organized into Mandatory Strategies, Optional Strategies, and Other Strategies. Mandatory strategies apply to all projects within the University District and are required regardless of point values. Optional and other strategies allow flexibility for projects to select additional measures to meet or exceed the City's minimum TDM point requirement.

Table 2.2 on the following page consolidates this information, identifying each strategy by its policy number, confirming whether it is addressed and implemented within the University District, and listing the applicable point values. This table serves as a summary of the District's comprehensive approach to reducing single-occupancy vehicle trips, promoting multimodal transportation, and supporting the City's broader sustainability goals.

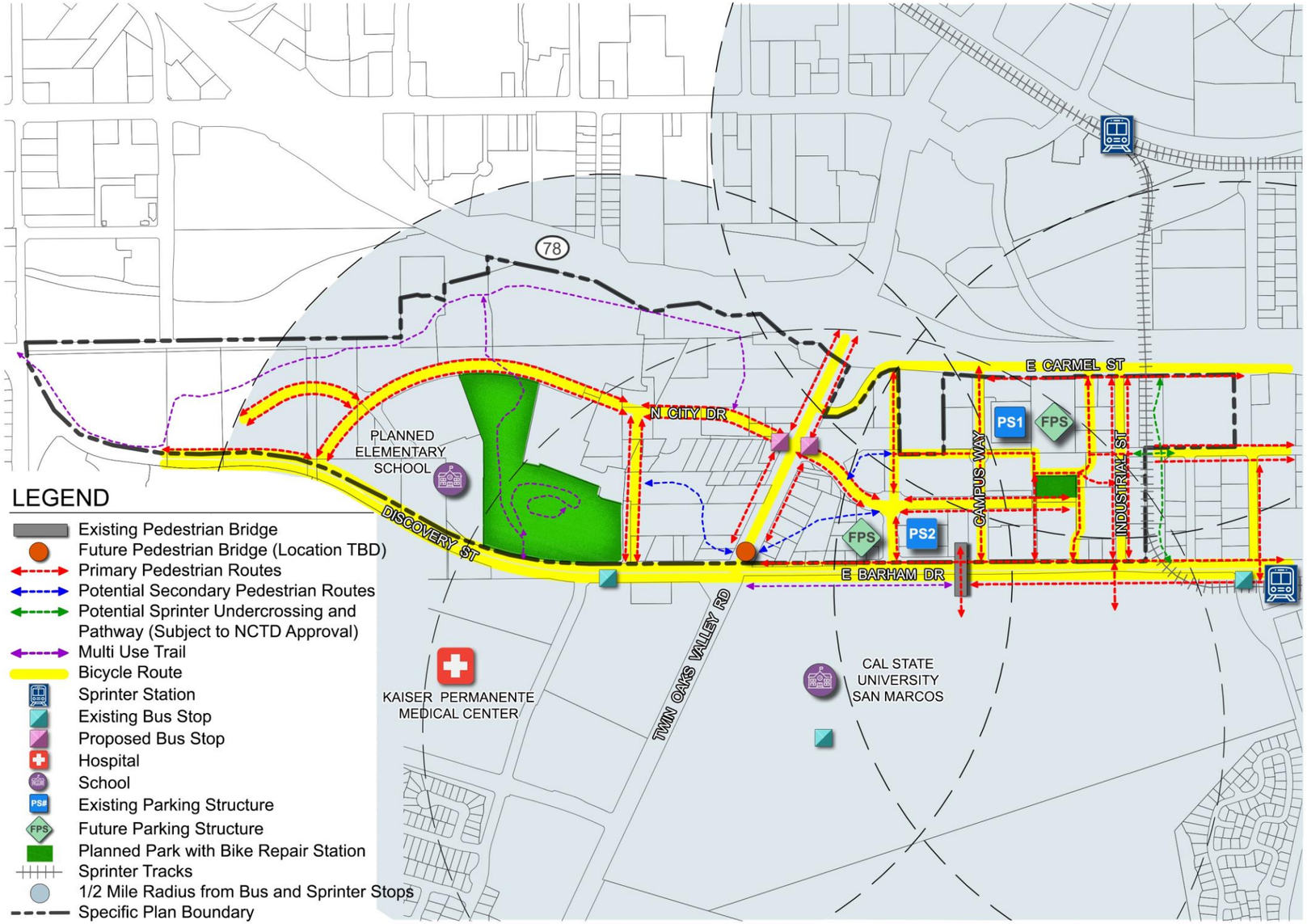
Table 2.2: Transportation Demand Management Strategies

	Transportation Demand Management Strategies	Points
	Mandatory Strategies	
01	On-Site TDM Coordinator	mandatory
02	On-Site Information Center for Transportation Alternatives	mandatory
03	Pedestrian Access with Internal and External Connections and Sidewalk Connections	mandatory
04	Project Frontage Improvements	mandatory
05	Wayfinding Signage	mandatory
06	Secure Bike Parking Spaces/Racks	mandatory
	Optional Strategies	
07	Transit Passes or Subsidies	1-5 points
09	Reserved Parking for Carpool, Vanpool, Carshare, and/or Park-and-Ride	1 point
10	Bike Repair Station	1 point
12	Showers and Lockers	1 point
20	Unbundled Parking	1 point
24	Mixed Use Development with On-Site Amenities/Services	1-2 points
27	Low-Cost Off-Site Transit Stop Amenities and Upgrades	1 point per feature
	Other Strategies	
29A	Transit-Oriented Development	2 points
29B	Comprhensive Pedestrian and Bicycle Network	2-5+ points
29C	Pursue a "Park Once" Strategy	1-3 points
29D	Reduce Minimum Parking Requirements	1 point
29E	Offer Employees a Special Rate on Housing for Living in the District	3 points
29F	Other Strategies Not Listed	TBD

Conclusion: The University District Specific Plan is a multimodal planning area that incorporates opportunities for TDM strategies to be met as required by the *City of San Marcos Transportation Demand Management (TDM) Policy*. Each project as submitted will summarized the strategies being incorporated to meet the project TDM requirements.

For a comprehensive map of Existing and Proposed TDM strategies in the University District area, please refer to **Figure 2.9**.

Figure 2.9: UDSP TDM Map



3.0 Monitoring Plan

To ensure the long-term success of the University District's Transportation Demand Management (TDM) strategies, a structured monitoring and reporting program will be implemented for the duration of the project buildout and operation.

The monitoring program will consist of a bi-annual memo-based reporting system. Every third memo—or once every six years—a more comprehensive and robust monitoring analysis will be prepared. This cyclical framework is designed to balance accountability with flexibility, while allowing deeper insights to emerge over time as the University District continues to grow and evolve.

Written Acknowledgement:

Per the City of San Marcos Transportation Demand Management (TDM) Policy, the project applicant and property owner(s) acknowledge and agree to implement, monitor, and report on the adopted TDM Plan. This obligation shall transfer to all future successors in ownership. Written acknowledgment of these responsibilities is documented in the project's Conditions of Approval and associated development agreements, as applicable.

Reporting Content & Methodology:

To provide flexibility for the project team, City staff, and stakeholders, the precise contents of each TDM memo and comprehensive report will be determined collaboratively between the

applicant, designated TDM Coordinators (Property Managers), and City staff. However, the following guiding principles will be observed:

- Bi-annual memos may include high-level updates, summary metrics, and a review of strategy implementation progress.
- Every third memo (comprehensive reports) may include more detailed evaluations, trend analysis, and suggested refinements to TDM strategies or programming.

All monitoring reports will be coordinated and submitted by the on-site TDM Coordinators (designated Property Managers), who are responsible for collecting and organizing relevant data from each participating property or development within the University District.

Goals of the Monitoring Plan:

- Ensure implementation of adopted TDM strategies across the University District.
- Track key indicators of trip reduction, parking demand, and modal shift.
- Provide transparency and accountability to the City of San Marcos.
- Support iterative refinement of the TDM program based on observed data and community feedback.
- Maintain alignment with the City's broader Climate Action Plan and Mobility Element goals.

This monitoring framework provides a practical balance of oversight and flexibility, enabling long-term adaptability while maintaining compliance with City policy.

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This report is site and time specific and is intended for a one-time use for this intended project under the conditions described as "Proposed Project". Any changes or delay in implementation may require re-analysis and re-consideration by the public agency granting approvals. California land development planning involves subjective political considerations as well as frequently re-interpreted principals of law as well as changes in regulations, policies, guidelines and procedures. Urban Systems and their professionals make no warrant, either express or implied, regarding our findings, recommendations, or professional advice as to the ability to successfully accomplish this land development project.

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Appendix A: City of San Marcos Transportation Demand Management (TDM) Policy

The City of San Marcos Transportation Demand Management (TDM) Policy is located on the following 36 pages.

A TDM Plan, at a minimum, shall include the following:

- Description and graphical representation of Existing Conditions
- Description of proposed project
- Six mandatory strategies
- A selection of optional strategies that result in achieving a minimum of 10-point score
- For strategies that require physical improvements, a description and graphical representation of on-site and off-site improvements
- For programmatic strategies, a description of chosen strategies and the means of their implementation, monitoring and reporting
- Written acknowledgement by the project applicant and owner on implementation, monitoring and reporting of the TDM Plan by the applicant and successor.

This point scoring system for optional strategies is designed to provide flexibility to each individual project to select the most effective TDM strategies according to that projects' design, location, land use type and other variables. It aims to streamline the implementation process of the TDM Policy and maintain consistent standards across all projects. The allocation of points for each strategy is derived from best practices observed in other jurisdictions and agencies TDM Policies or Guidelines, the strategy's proven efficiency in reducing greenhouse gas emissions[1], and its alignment with the objectives outlined in the City's General Plan and Climate Action Plan.

TDM Plans must be submitted to the City with the project application and should be approved by the decision-making body responsible for consideration of project's other entitlements. After initial approval and during the life of the project, the City Manager or their designee are authorized to approve amendments to TDM Plans, in consultation with and based on input from the project applicant or successor.

MANDATORY AND OPTIONAL TDM STRATEGIES

All TDM Plans shall include the six mandatory strategies included in this Policy. Additional optional strategies must be selected in order to achieve the minimum 10 point score. Table 1 indicates whether each strategy is appropriate for residential and/or non-residential projects and lists associated strategy point values. Points are not awarded for mandatory strategies.

All TDM plans require monitoring for a minimum of five years and submittal of Monitory and Compliance Reports to the City as stipulated in Section 20.360.060 of the San Marcos Municipal Code.

[1] California Air Pollution Control Officers Association Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity (December 2021)

Table 1: Mandatory and Optional TDM Strategies and Point Values

Transportation Demand Management Strategy		Applicable Land Use Type		Points
		Residential	Non-Residential	
Mandatory Strategies				
01	On-site TDM coordinator	✓	✓	Mandatory
02	Information center for transportation alternatives	✓	✓	Mandatory
03	Pedestrian access with internal and external connections and sidewalk connections	✓	✓	Mandatory
04	Project frontage improvements	✓	✓	Mandatory
05	Wayfinding signage	✓	✓	Mandatory
06	Secure bike parking spaces/racks	✓	✓	Mandatory
Optional Strategies				
07	Transit passes or subsidies	✓	✓	1-5 [a]
08	Carshare parking space with a dedicated carshare vehicle		✓	3-4
09	Reserved parking for carpool, vanpool, carshare, and/or park-and-ride	✓	✓	1
10	Bike repair station	✓	✓	1
11	Secure parking for e-bikes and cargo bikes	✓	✓	1
12	Showers and lockers		✓	1
13	Pre-tax transportation benefits		✓	1
14	Telecommute work center for residents	✓		1
15	Telecommute and/or compressed work week		✓	2
16	Delivery supportive amenities	✓	✓	1
17	On-site childcare	✓	✓	3
18	Shuttle bus service	✓	✓	5
19	Vanpool program	✓	✓	6
20	Unbundled parking	✓		1
21	Priced parking		✓	1

Transportation Demand Management Strategy		Applicable Land Use Type		Points
		Residential	Non-Residential	
22	Parking cash-out		✓	1
23	On-site fleet of bicycles, e-bikes, and/or scooters	✓	✓	5
24	Mixed use development with on-site amenities/services	✓	✓	2
25	Off-site pedestrian supportive strategies	✓	✓	1-2 [a] (per feature)
26	High-cost off-site transit stop amenities and upgrades	✓	✓	3 (per feature)
27	Low-cost off-site transit stop amenities and upgrades	✓	✓	1 (per feature)
28	Off-site bicycle infrastructure	✓	✓	3-5 [a] (per mile)
29	Other strategies (Requires City approval)	✓	✓	TBD

NOTES:

(a) The number of points will be determined in consultation with City staff.

TDM STRATEGY DESCRIPTIONS AND REQUIREMENTS

STRATEGY 01 – ON-SITE TDM COORDINATOR

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

An on-site TDM coordinator serves as a liaison and source of TDM information for residents, employees, and other tenants. The TDM coordinator will be responsible for sharing TDM information, answering questions, and coordinating with the City on matters such as monitoring and reporting. The designated on-site TDM coordinator could be hired solely for that position or be an existing staff member. For example, at non-residential sites, the coordinator could be an employee of an on-site employer or the management company. At residential sites, the coordinator could be a member of building management or a homeowners association (HOA).

Source: National Network for the Transportation Workforce

STRATEGY 02 – INFORMATION CENTER FOR TRANSPORTATION ALTERNATIVES

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

Each project shall have a physical (on-site) or web-based information center that has information for residents and employees such as ridematching information, public transit information, contact information for carpool/vanpool and transit, carpool/vanpool promotional material, bicycle facility information, and listing of on-site services or facilities. If physical, the information shall be displayed on a bulletin board, display case, or kiosk where the greatest number of residents and employees are likely to see it. If web-based, the webpage shall be located on a website frequented by employees, residents, and other visitors; information about accessing the webpage shall be physically posted in an area where the greatest number of residents and employees are likely to see it.

Source: City of Oxnard

STRATEGY 03 – PEDESTRIAN ACCESS WITH INTERNAL AND EXTERNAL CONNECTIONS AND SIDEWALK CONNECTIONS

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

Projects shall be designed to provide direct and safe walking connectivity to the external pedestrian network and to nearby transit stop (if applicable). The project's pedestrian facilities shall be designed to encourage walking by being well-lit, ADA accessible, and with features such as landscaping to improve the walking experience. Projects shall incorporate features such as pedestrian pathways through parking lots, direct access for pedestrians through wall opening in gated/walled projects, direct walkway to transit/bus stops, locate pedestrian access close to transit/bus stops during the site design process.

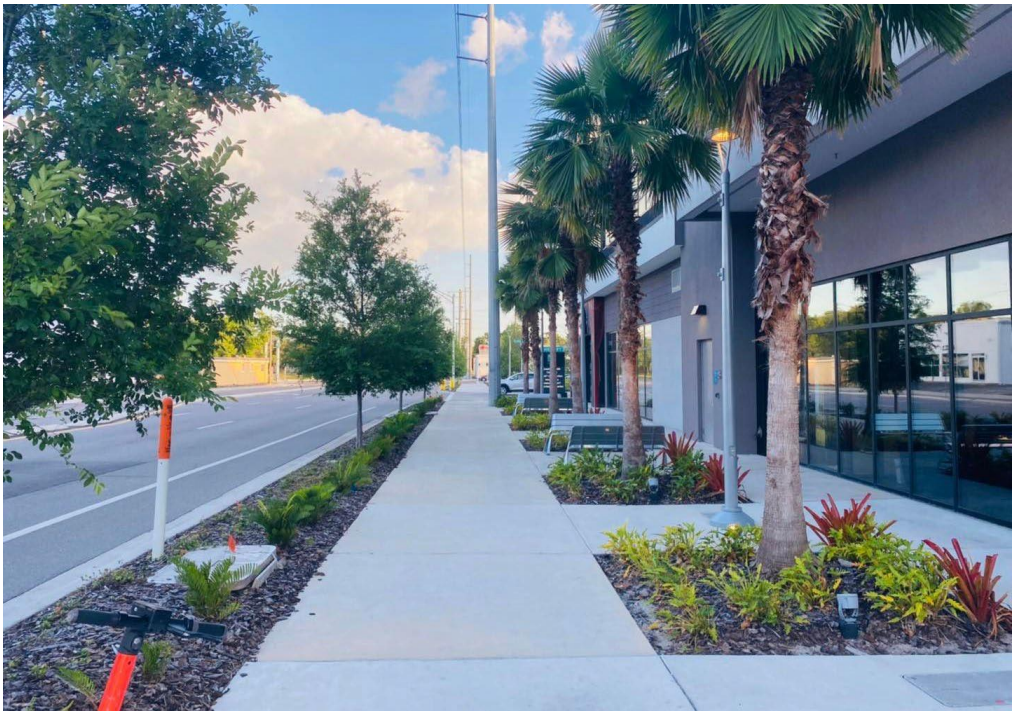
Source: Kittelson & Associates, Inc.

STRATEGY 04 – PROJECT FRONTAGE IMPROVEMENTS

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

Projects should provide frontage improvements including pedestrian, bicycle, and transit facilities as required by the City to maintain and improve connectivity and accessibility to and throughout the project. Frontage improvements can include but are not limited to sidewalks, trails, pedestrian ramps, ADA compliant bus stop pads for passenger boarding, crosswalks, and pedestrian signals; lighting; landscape buffers and canopy tree plantings; traffic calming and complete street improvements; transit turnouts, shelters, and amenities; bicycle facilities, buffers, delineators, and pavement markings; and other improvements based upon site characteristics and local context.



Source: URBN Tampa Bay

STRATEGY 05 – WAYFINDING SIGNAGE

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

Projects shall be designed with wayfinding signage, including pedestrian and cyclist signage, to improve the convenience and ease of accessing and navigating the project site as well as to provide directions to access points, bicycle parking, transit stops, rideshare pick-up/drop-off zones, nearby uses, and other related amenities.

Source: National Sign Plazas

STRATEGY 06 – SECURE BIKE PARKING SPACES/RACKS

Applicable Project Type(s): Residential and Non-Residential

Point Value: N/A (Mandatory Strategy)

Projects shall provide bike parking spaces and/or racks for residents, employees, visitors, and customers. Public racks shall be accessible to all site visitors. Bicycle parking/racks shall be secure and weather-protected. Pedestrian-scale lighting for security and safety may be required. Bicycle parking and/or racks shall comply with CalGREEN and the Zoning Ordinance requirements at a minimum.

Source: San Diego Association of Governments

STRATEGY 07 – TRANSIT PASSES OR SUBSIDIES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1-5

Employers and HOAs can offer transit passes and subsidies that cover a portion of the cost of a monthly transit pass to encourage residents and employees to use transit. Subsidies at or below 50% of the transit pass cost do not qualify for point credit. For a subsidy of 60%-100% of the monthly transit pass cost, 1 point is earned for each 10% subsidy increment over the 50% minimum. For example, a subsidy of 70% of the monthly transit pass cost would receive 2 points. The subsidy must be provided for the equivalent of the North County Transit District (NCTD) Premium Regional pass (transit pass that works for NCTD and MTS) or higher. Transit passes and subsidies must be made available on an ongoing basis to all site employees and/or residents. Projects can contact NCTD for assistance when establishing this program.

Source: North County Transit District

STRATEGY 08 – CARSHARE PARKING SPACE WITH A DEDICATED CARSHARE VEHICLE

Applicable Project Type(s): Non-Residential

Point Value: 3-4

Carshare vehicles offer people convenient access to a vehicle while helping reduce the need for individual vehicle ownership. Under this strategy, an employer can provide an on-site company-owned car share vehicle that can be shared for use only amongst employees at the worksite. Note, the vehicle must be a dedicated vehicle for carshare purposes, rather than shared with other uses. To be eligible for four points, the car share vehicle shall be a zero emissions/electric car.

To be eligible for point credit under this strategy, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.

This strategy differs from Vanpool program (Strategy 19) in that the vanpool program is for one-way commute trips with a dedicated driver, while the carshare vehicle is available at all times for employees to use individually or in groups, including for various trips throughout the workday.

Source: Mobiag

STRATEGY 09 – RESERVED PARKING FOR CARPOOL, VANPOOL, CARSHARE AND/OR PARK-AND-RIDE

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1

Reserving parking at preferred locations for carshare, carpool, vanpool, park-and-ride, and other modes can help increase average vehicle occupancy and discourage single-occupant vehicle use. Reserved preferential parking for these vehicles should be close to the building entrance and covered when possible.

To be eligible for point credit under this strategy by implementing carshare and/or park-and-ride spaces, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.

Note, while carshare and park-and-ride spaces require project proximity to bicycle facilities or transit stops in order to be eligible for credit, carpool and vanpool spaces do not require proximity to bike facilities or transit stops.

Source: California State University Channel Islands

STRATEGY 10 – BIKE REPAIR STATION

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1

Bike repair stations include a space for repairs with on-site repair stands, air pumps, and other tools. Bike repair stations should be located in a visible, well-lit, and secure area. In addition, they must be maintained to ensure usability.

To be eligible for point credit under this strategy, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.

Source: BikeTexas

STRATEGY 11 – SECURE PARKING FOR E-BIKES AND CARGO BIKES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1

Cargo bikes can be used in dense urban areas to make short delivery trips (for example, food drop-off from local restaurants). Providing accessible parking for these bikes on-site can help encourage their use by residents and employees, further reducing short local vehicle trips. A power source for e-bikes must be included. Note, this strategy is distinct from Strategy 06. Under Strategy 11, separate additional bike parking must be provided in a convenient location that includes the necessary infrastructure for charging and using e-bikes, including an easily accessible power source and protection from the elements; these spaces must also accommodate the larger footprint of a cargo bike (at least three feet wide and ten feet long each). Parking for e-bikes and cargo bikes shall be secure and weather-protected.

Source: Bikes Make Life Better

STRATEGY 12 – SHOWERS AND LOCKERS

Applicable Project Type(s): Non-Residential

Point Value: 1

Showers, lockers, and changing rooms for employees can help encourage a shift from driving to biking. These end-of-trip facilities, when paired with secure bike parking, remove some of the barriers to commuting to and from work on a bike. These facilities should be located in a safe, well-lit, and convenient location and should be well maintained. Shower facilities should be shown on project plans for review by the City.

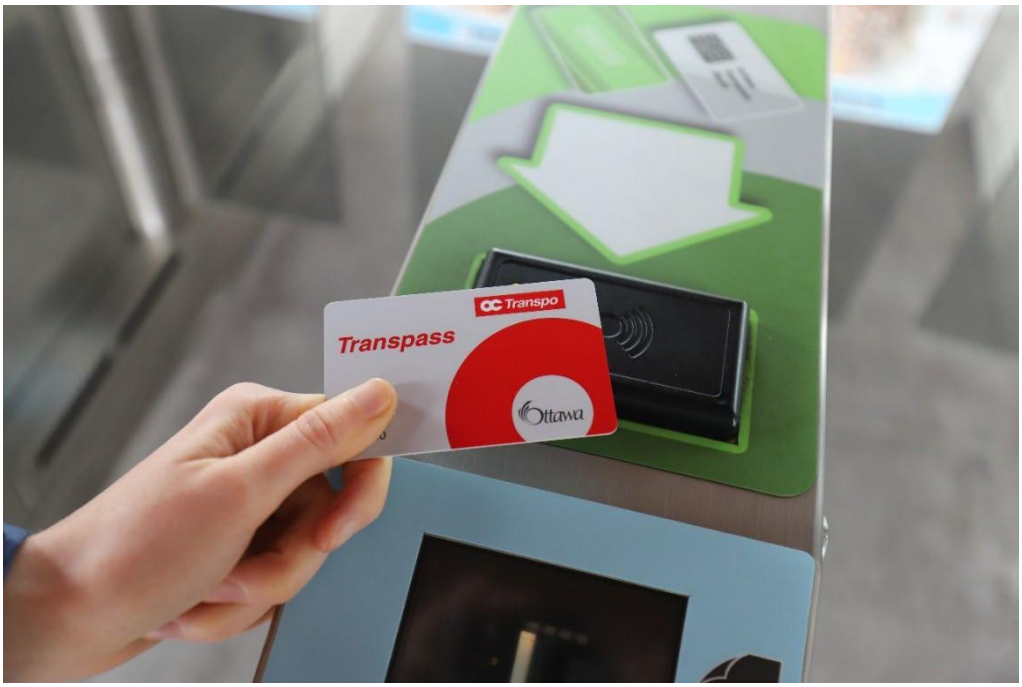
Source: University of California Irvine

STRATEGY 13 – PRE-TAX TRANSPORTATION BENEFITS

Applicable Project Type(s): Non-Residential

Point Value: 1

Through this strategy, employees would have the option to participate in a pre-tax benefit program to pay with pre-tax funds for qualifying commute expenses for modes other than single-occupant motor vehicles. Projects can contact NCTD, if assistance is needed to establish this program.



Source: Ottawa-Carleton Regional Transit Commission (OC Transpo)

STRATEGY 14 – TELECOMMUTE WORK CENTER FOR RESIDENTS

Applicable Project Type(s): Residential

Point Value: 1

Telecommuting programs enable employees to work from home or another remote location instead of driving daily to work. Residential projects can support telecommuting for their residents by providing a common area with tables, internet access, and other amenities. The telecommute center should be appropriately scaled for the size of the development and shown on project plans for review by the City.

Source: TTEC

STRATEGY 15 – TELECOMMUTE AND/OR COMPRESSED WORK WEEK

Applicable Project Type(s): Non-Residential

Point Value: 2

Telecommuting and compressed work weeks are strategies employers can implement to reduce the number of commute days for employees. Telecommute programs enable employees to work wholly or partially from home or another remote location. Compressed work weeks allow employees to work fewer but longer days.

As part of this strategy, the employer must adopt and maintain a formal policy for telecommuting and/or compressed work weeks that is approved by the City.

Source: Multiplier

STRATEGY 16 – DELIVERY SUPPORTIVE AMENITIES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1

Secure, easily accessible, and well-lit delivery amenities such as delivery lockers can reduce the number of trips residents and employees make to pick up deliveries at off-site locations, especially for larger items. This amenity should be shown on project plans for review by the City.

Source: Liss Technologies Group

STRATEGY 17 – ON-SITE CHILDCARE

Applicable Project Type(s): Residential and Non-Residential

Point Value: 3

Providing on-site childcare during typical working hours can help reduce the need for residents or employees to make daily pick-up and drop-off driving trips. This amenity should be shown on project plans for review by the City.

Source: Building Owners and Managers Association International

STRATEGY 18 – SHUTTLE BUS SERVICE

Applicable Project Type(s): Residential and Non-Residential

Point Value: 5

Establishing a free shuttle service for employees between key destinations can help reduce employee vehicle trips, encourage transit use, and bridge the first/last mile gap between transit stations and work. Such a service can also be applicable for larger residential development projects. This strategy would require coordination with the City and other agencies such as NCTD. It would be limited to projects that can demonstrate that a shuttle service would bridge a critical gap between the project site and other destination(s) such as a Sprinter station. Additionally a project could partner with NCTD to subsidize current or planned transit/microtransit services offered by NCTD.

Source: City of Irvine

STRATEGY 19 – VANPOOL PROGRAM WITH DESIGNATED VAN PARKING SPACE

Applicable Project Type(s): Residential and Non-Residential

Point Value: 6

Vanpool provides groups of up to 15 people with a cost-effective and convenient shared commuting option. Employers can encourage their employees to vanpool through subsidies or another formal program. SANDAG currently provides a grant program for employer vanpools.

A reserved parking space for the vanpool vehicle must be provided on-site. In addition, a dedicated driver for the vanpool must be assigned who is available during working hours.

The TDM plan must include information pertaining to frequency, availability, and how to use/participate in the vanpool. Both the TDM plan and the information center (Strategy 02) must include information on the reservation system for employees and residents.

Note, this strategy could also be implemented by larger residential projects.

This strategy differs from carshare (Strategy 08) in that the vanpool program with dedicated driver is for one-way commute trips, while the carshare vehicle is available at all times for employees to use individually or in groups, including for various trips throughout the workday.

Source: CommuteSmart

STRATEGY 20 – UNBUNDLED PARKING

Applicable Project Type(s): Residential

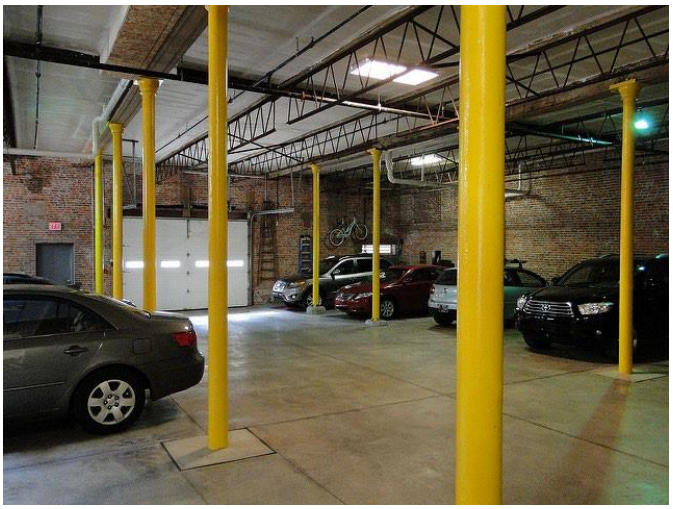
Point Value: 1

Unbundling parking involves separating a residential project's rent from parking cost. Tenants are given the option to pay for a parking space's rent separate from the rent of the unit itself, instead of the current practice where the cost of parking is included in total rent.

This strategy has limited effectiveness in areas where nearby free, unrestricted, and under-capacity on- or off-street parking could accommodate the project's parking demand. The applicant must demonstrate that the parking demand near the site is at least 85% of capacity during peak demand periods. This strategy is context dependent and would need to be approved by the City after consultation.

To be eligible for point credit under this strategy, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.



Source: New England Building Supply

STRATEGY 21 – PRICED PARKING

Applicable Project Type(s): Non-Residential

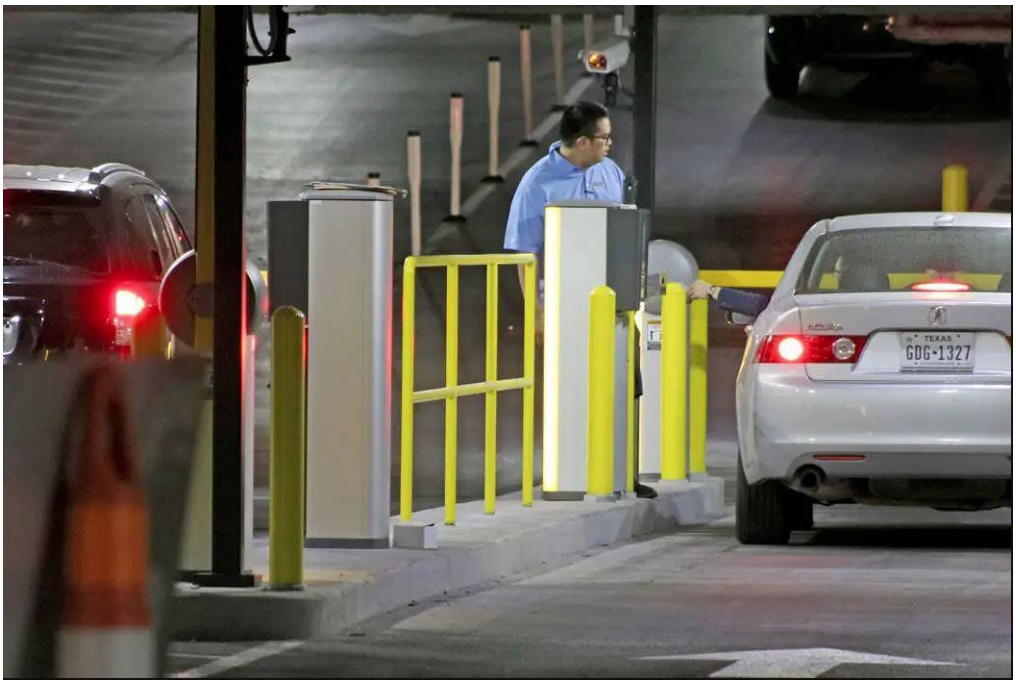
Point Value: 1

Pricing on-site workplace parking increases the cost of choosing to drive to work and can encourage a shift to transit, carpooling, and other modes.

This strategy has limited effectiveness in areas where nearby free, unrestricted, and under-capacity on- or off-street parking could accommodate the project's parking demand. The applicant must demonstrate that the parking demand near the site is at least 85% of capacity during peak demand periods. This strategy is context-dependent and would need to be approved by the City after consultation.

To be eligible for point credit under this strategy, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.



Source: Las Vegas Review-Journal

STRATEGY 22 – PARKING CASH-OUT

Applicable Project Type(s): Non-Residential

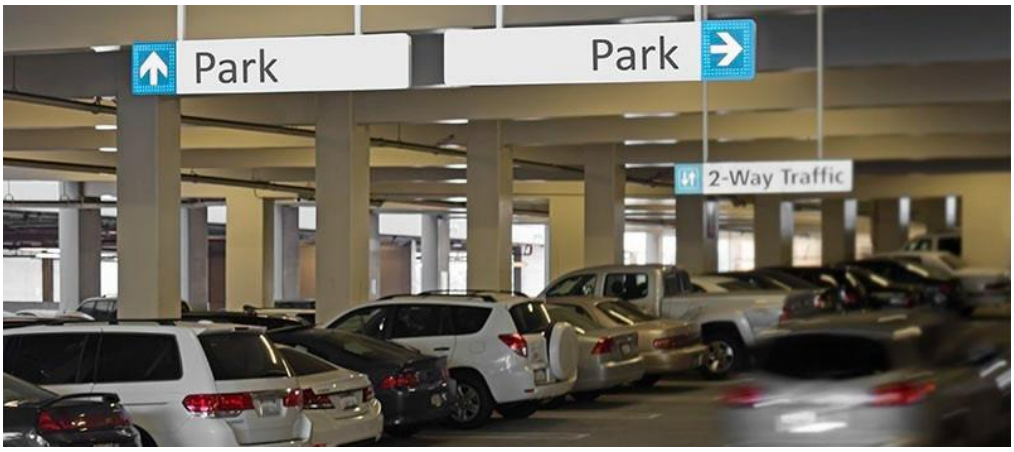
Point Value: 1

Under a parking cash-out program, employers who are providing subsidized parking can offer employees the cash value of a parking space to forgo the parking space itself. This strategy is only applicable where employers pay for or rent parking for their employees.

This strategy has limited effectiveness in areas where nearby free, unrestricted, and under-capacity on- or off-street parking could accommodate the project's parking demand. The applicant must demonstrate that the parking demand near the site is at least 85% of capacity during peak demand periods. This strategy is context-dependent and would need to be approved by the City after consultation.

To be eligible for point credit under this strategy, projects must be located within one-half mile of either of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.
- Existing transit stop – The attached Figures 1 through 3 show the areas in the city that are within one-half mile of a transit stop as of March 2023. This information should be verified at the time the TDM plan is being developed.



Source: Texas Parking Services

STRATEGY 23 – ON-SITE FLEET OF BICYCLES, E-BIKES, AND/OR SCOOTERS

Applicable Project Type(s): Residential and Non-Residential

Point Value: 5

Bikeshare and scootershare programs can help reduce vehicle trips by providing on-demand access to bikes and scooters for short-term trips. In addition, e-bikes can help increase the range of these trips, increasing the program's convenience. Projects can provide an on-site fleet for residents and/or employees to support a shift away from driving for short trips. The project must provide as many shared use bikes, e-bikes, or scooters as the number of required bike parking spaces, or at least five (5) bikes, e-bikes, or scooters (whichever is higher). The TDM plan must detail the proposed types of bikes, e-bikes, or scooters being provided for City approval.

To be eligible for point credit under this strategy, projects must be located within one-half mile of the following:

- High-quality bicycle facility – Defined as a multi-use path, buffered bike lanes meeting the City's minimum design widths, or protected bike lanes/separated bike lanes/cycle track.

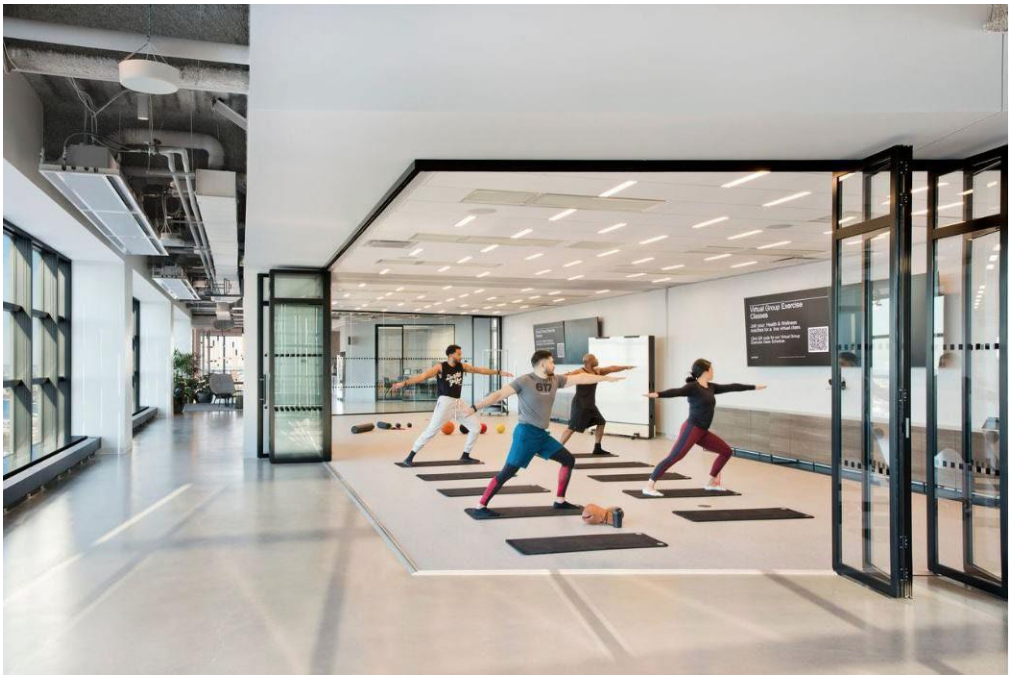
Source: Bikes Make Life Better

STRATEGY 24 – MIXED USE DEVELOPMENT WITH ON-SITE AMENITIES/SERVICES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 2

On-site amenities can reduce the need for residents and employees to drive for errands during the day. Such services can include cafeterias, gyms and wellness centers, retail shops, and cafes/restaurants.



Source: The Wall Street Journal

STRATEGY 25 – OFF-SITE PEDESTRIAN SUPPORTIVE STRATEGIES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1-2 points per feature

Providing pedestrian-supportive facilities offsite (not on the project site or along the project frontage) can reduce greenhouse gas emissions by reducing overall driving trips in San Marcos. Pedestrian improvements can increase walking comfort and convenience, encouraging people who live, work, or visit the city to walk when possible. Facilities that improve the pedestrian experience can include, but are not limited to:

- Sidewalk connections
- New landscaped buffers between the sidewalk and vehicular traffic
- Bulbouts and curb extensions
- High-visibility crosswalks
- High-visibility curb ramps with truncated domes
- Pedestrian traffic signals

This strategy will require coordination and consultation with City staff to determine appropriate locations and designs.

Source: National Association of City Transportation Officials

STRATEGY 26 – HIGH-COST OFF-SITE TRANSIT STOP AMENITIES AND UPGRADES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 3 points per feature

Bus stop improvements improve transit passenger comfort, reduce barriers to taking transit, and encourage higher transit mode share throughout the city. Bus stop improvements can also speed up boarding and alighting. Highly effective bus stop amenities and upgrades can include, but are not limited to:

- Shelters
- Benches
- Real-time bus information technology
- ADA compliant bus stop pad for passenger boarding

Amenities should be selected in coordination with the transit agency and City staff during the entitlement process.

Source: National Association of City Transportation Officials

STRATEGY 27 – LOW-COST OFF-SITE TRANSIT STOP AMENITIES AND UPGRADES

Applicable Project Type(s): Residential and Non-Residential

Point Value: 1 point per feature

Low-cost bus stop improvements can also increase transit comfort and convenience, improve the waiting experience, or provide helpful information to riders. Low-cost bus stop amenities and upgrades can include, but are not limited to:

- Trash receptacles
- Static schedule and route displays
- Public art

Source: Pinellas Suncoast Transit Authority

STRATEGY 28 – OFF-SITE BICYCLE INFRASTRUCTURE

Applicable Project Type(s): Residential and Non-Residential

Point Value: 3-5 points per mile

Providing bikeways offsite (not on the project site or along frontage the project is required to improve) can reduce greenhouse gas emissions by reducing overall driving trips in San Marcos. Increased bikeway mileage can support bicycling comfort and convenience, encouraging people who live in, work in, or visit the city to bicycle when possible. Applicable bikeway types consist of the following:

- Class I bike paths and multi-use paths
- Class II bike lanes and buffered bike lanes
- Class IV one-way or two-way protected bike lanes (also known as separated bike lanes or cycle tracks)

To qualify, new bicycle infrastructure must be identified as part of the City's planned bikeway network and must close or contribute to the closure of a gap between two existing bikeways or extend an existing bikeway. The number of points per mile will be determined in consultation with City staff based on the type(s) of bicycle infrastructure and benefit value to overall trips reduction.

Source: National Association of City Transportation Officials

STRATEGY 29 – OTHER MEASURES

Applicable Project Type(s): Residential and Non-Residential

Point Value: To be determined on an individual basis

Should a project not be able to meet requirements through the menu of available strategies (e.g., due to infeasibility), applicants can work with City staff to develop other TDM strategies that are feasible for the site and would reduce vehicle trips.

Source: City of Seattle

Figure 1: Half-Mile Walking Distance from Transit (North)

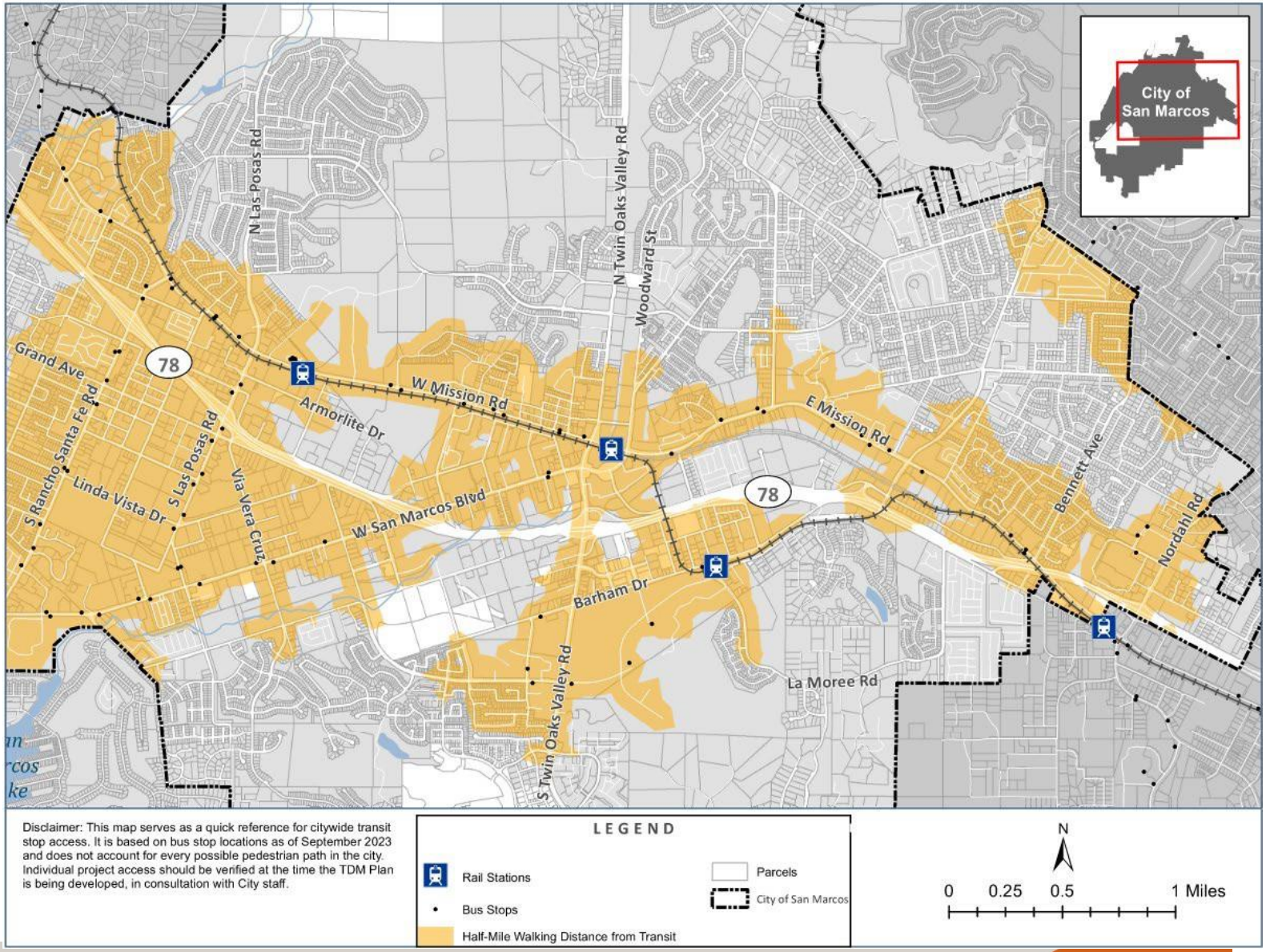


Figure 2: Half-Mile Walking Distance from Transit (Central)

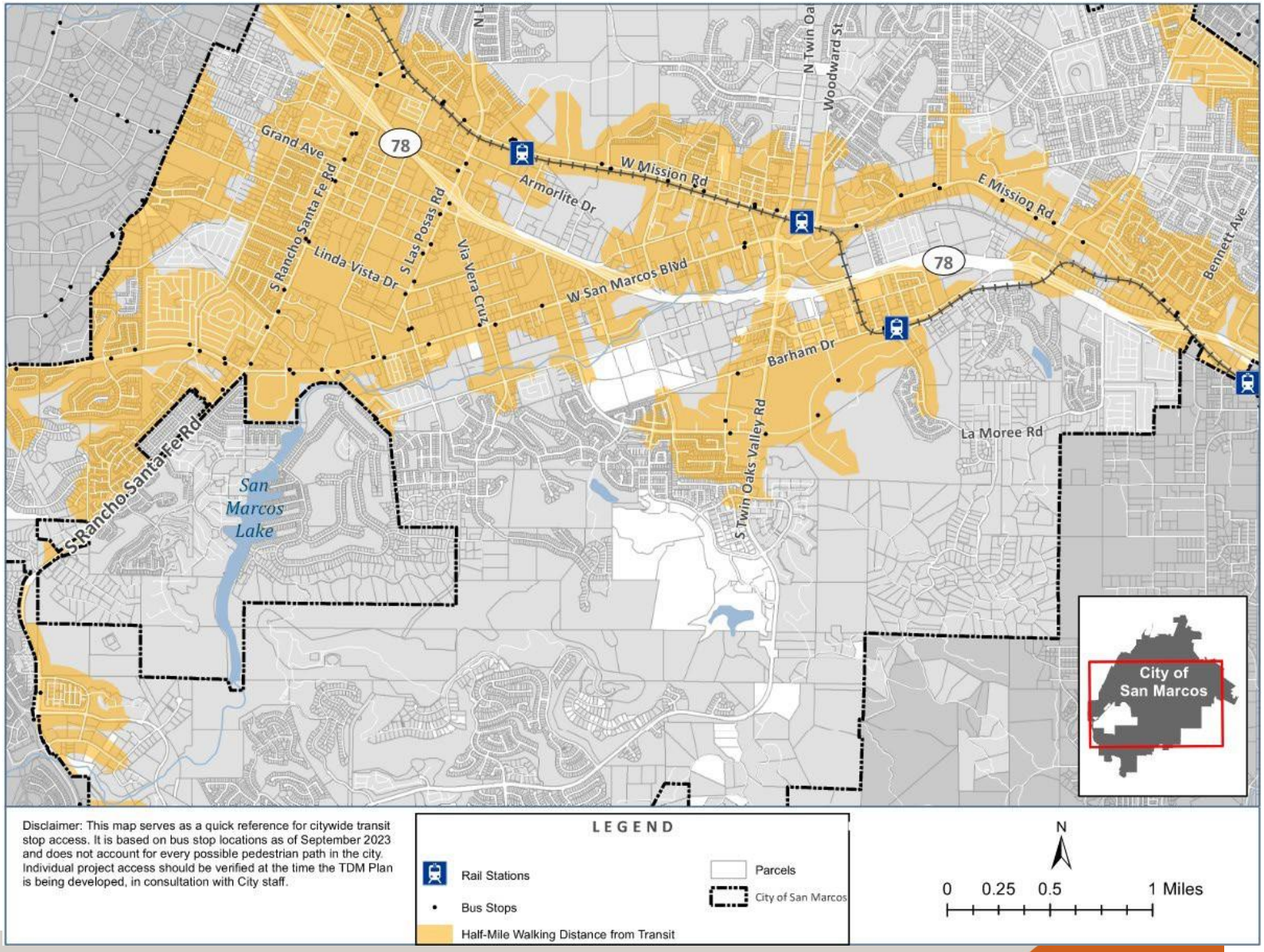
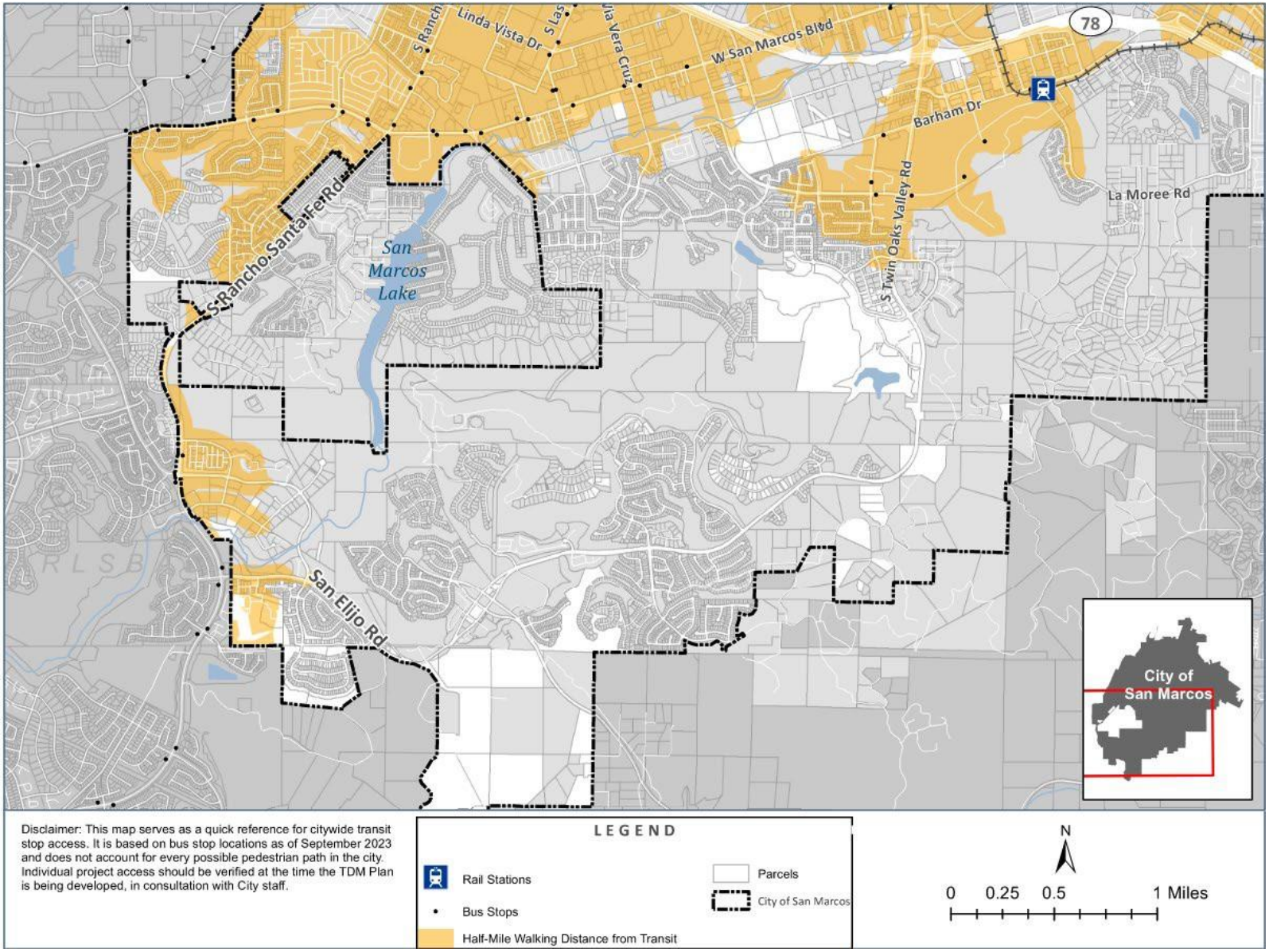


Figure 3: Half-Mile Walking Distance from Transit (South)



Appendix B: University District TDM Implementation Checklist

The University District TDM Implementation Checklist is located on the following 13 pages.

University District TDM Implementation Checklist

This form applies to projects located within the University District Specific Plan (UDSP) area which are relying on the University District Parking and Transportation Demand Management Plan (TDM) to comply with the City of San Marcos TDM Ordinance (Chapter 20.360 of the Municipal Code) and implementing policy. The UDSP TDM established a point system for "other strategies" not included in the City's TDM policy. These other strategies are critical components of the UDSP and are designed to encourage alternative modes of travel. As such, they are included in this checklist. Continued implementation and monitoring of the TDM relies on the participation of individual projects. As part of the site development review process, applicants for each project are required to specify how the mandatory TDM strategies will be satisfied, identify the applicable optional strategies that will be implemented to achieve a minimum 10-point score, and provide written acknowledgement on implementation, monitoring, and reporting of programmatic strategies. Because the approved UDSP TDM satisfies the requirements of the City's TDM Ordinance and Policy, this form is not required to be completed by a pre-screened transportation consultant. This checklist is not to be amended without City approval.

Contact Information

Project Number/Name: _____

Property Address/APN: _____

Applicant/Applicant Representative: _____

Contact Phone: _____ Contact Email: _____

Project Description

1. What is the size of the project site (acres)? _____

2. Identify all proposed land uses:

☐ Residential – Signal Family # of dwelling units _____

☐ Residential – Mulit-Family # of dwelling units _____

☐ Commercial Type:

a. _____ total square footage: _____

b. _____ total square footage: _____

c. _____ total square footage: _____

d. _____ total square footage: _____

e. _____ total square footage: _____

☐ Other:

a. _____ size: _____ _____

b. _____ size: _____ _____

c. _____ size: _____ _____

3. Provide a brief description of the proposed project (attach additional pages as needed):

Step 1: Applicability

	Yes	No
Would the project emit more than 500 $MTCO_2$ per year?		
If "Yes", proceed to Steps 2 and 3. If "No", in accordance with the City's TDM policy, the project's GHG impact is less than significant and is not subject to the TDM strategies.		
Project Applicant may proceed with remainder of form to highlight additional project features that facilitate TDM by implementing alternative mobility supportive options.		

Step 2: Mandatory TDM Measures

Mandatory Strategy 01 - On-Site TDM Coordinator: An on-site TDM coordinator serves as a liaison and source of TDM information for residents, employees, and other tenants. The TDM coordinator will be responsible for sharing TDM information, answering questions, and coordinating with the City on matters such as monitoring and reporting. The designated on-site TDM coordinator could be hired solely for that position or be an existing staff member. For example, at non-residential sites, the coordinator could be an employee of an on-site employer or the management company. At residential sites, the coordinator could be a member of building management or a homeowners association (HOA).

Provide detail how Mandatory Strategy 01 will be implemented (attached additional pages as needed):

Mandatory Strategy 02 - Information Center for Transportation Alternatives: Each project shall have a physical (on-site) or web-based information center that has information for residents and employees such as ride-matching information, public transit information, contact information for carpool/vanpool and transit, carpool/vanpool promotional material, bicycle facility information, and listing of on-site services or facilities. If physical, the information shall be displayed on a bulletin board, display case, or kiosk where the greatest number of residents and employees are likely to see it. If web-based, the webpage shall be located on a website frequented by employees, residents, and other visitors; information about accessing the webpage shall be physically posted in an area where the greatest number of residents and employees are likely to see it.

Provide detail how Mandatory Strategy 02 will be implemented (attached additional pages as needed):

Mandatory Strategy 03 - Pedestrian Access with Internal and External Connections and Sidewalk Connections: Projects shall be designed to provide direct and safe walking connectivity to the external pedestrian network and to nearby transit stop (if applicable). The project's pedestrian facilities shall be designed to encourage walking by being well-lit, ADA accessible, and with features such as landscaping to improve the walking experience. Projects shall incorporate features such as pedestrian pathways through parking lots, direct access for pedestrians through wall opening in gated/walled projects, direct walkway to transit/bus stops, locate pedestrian access close to transit/bus stops during the site design process.

Provide detail how Mandatory Strategy 03 will be implemented citing sheet numbers from architectural plan sheets (attach copies of sheets from the plan set with callouts identifying the internal and external connections and sidewalk connections):

Mandatory Strategy 04 – Project Frontage Improvements: Projects should provide frontage improvements including pedestrian, bicycle, and transit facilities as required by the City to maintain and improve connectivity and accessibility to and throughout the project. Frontage improvements can include but are not limited to sidewalks, trails, pedestrian ramps, ADA compliant bus stop pads for passenger boarding, crosswalks, and pedestrian signals; lighting; landscape buffers and canopy tree plantings; traffic calming and complete street improvements; transit turnouts, shelters, and amenities; bicycle facilities, buffers, delineators, and pavement markings; and other improvements based upon site characteristics and local context.

Provide detail how Mandatory Strategy 04 will be implemented citing sheet numbers from civil plan sheets (attach copies of sheets from the plan set with callouts identifying the frontage improvements):

Mandatory Strategy 05 – Wayfinding Signage: Projects shall be designed with wayfinding signage, including pedestrian and cyclist signage, to improve the convenience and ease of accessing and navigating the project site as well as to provide directions to access points, bicycle parking, transit stops, rideshare pick-up/drop-off zones, nearby uses, and other related amenities.

Provide detail how Mandatory Strategy 05 will be implemented citing sheet numbers from architectural plan sheets (attach copies of sheets from the plan set with callouts identifying the wayfinding signage):

Mandatory Strategy 06 – Secure Bike Parking Space/Racks: Projects shall provide bike parking spaces and/or racks for residents, employees, visitors, and customers. Public racks shall be accessible to all site visitors. Bicycle parking/racks shall be secure and weather-protected. Pedestrian-scale lighting for security and safety may be required. Bicycle parking and/or racks shall comply with CalGREEN and the Specific Plan requirements at a minimum.

Describe below the number and type of bicycle parking being provided, attach copy of site plan highlighting the locations and quantity of bicycle parking. : Please update the information that is shown with the strikeout to read: Mandatory Strategy 06 will be implemented citing sheet number from architectural plan sheets (attach copies of sheet from the plan set with callouts identifying the secure bike parking spaces/racks)

Step 3: Optional TDM Measures

Strategy	Yes	No	Pts
Optional Strategy 07 – Transit Passes or Subsidies: UDSP projects shall provide free or subsidized transit passes to their residents and/or employees per one of the policies listed under *UDSP Section II.4.3*. How much will transit passes be subsidized? ▪ 60% (1 Point) ▪ 70% (2 Points) ▪ 80% (3 Points) ▪ 90% (4 Points) ▪ 100% (5 Points)	☐	☐	___
Optional Strategy 09 – Reserved Parking for Carpool, Vanpool, Carshare, and/or Park-and-Ride (1 Point): UDSP projects shall designate reserved parking spaces in highly visible and convenient locations within parking facilities throughout the University District for use exclusively by registered carpools, vanpools, carshare vehicles, and/or park-and-ride participants per UDSP Section II.4.3. Describe how many of each parking type is being provided, attach architectural plan with callouts showing the locations of these parking spaces:	☐	☐	___
Optional Strategy 10 – Bike Repair Station (1 Point): Bike repair stations include a space for repairs with on-site repair stands, air pumps, and other tools. Bike repair stations should be installed in a visible, well-lit, and secure area. In addition, they must be maintained to ensure usability. The UDSP identifies bike repair stations to be installed at the Knoll Park Neighborhood Green and at one of the East Paseos and Plazas. Describe the location where the bike repair station is proposed for installation, attach site plan and/or architectural sheet with callout identifying the location of the bike repair station. If the project is directly adjacent to the bike repair stations identified in the UDSP or is installing one or more of these bike repair stations; provide site plan showing walking distance from the project to bike repair station:	☐	☐	___

Strategy	Yes	No	Pts
Optional Strategy 12 – Showers and Lockers (1 point): UDSP projects are encouraged to provide shower and locker facilities within offices and other non-residential uses per one of the policies listed under Section II.4.3 of the UDSP. Will this project be providing showers and lockers for its employees?	☐	☐	___

Describe the location of showers and lockers and how access will be provided for tenants and/or public, attach architectural sheet with callout identifying the location of showers and lockers:

Optional Strategy 20 – Unbundled Parking (1 point): Residential projects* are required to "unbundle" the cost of parking from the cost of the housing by creating a separate parking charge. Will this project include unbundled parking?	☐	☐	___

* not applicable to single family homes or multi-family homes with attached exclusive parking.

Describe how unbundled parking will be implemented for the project:

Optional Strategy 24 – Mixed-Use Development with On-Site Amenities/Services (1-2 points): On-site amenities can reduce the need for residents and employees to drive for errands during the day. Such services can include cafeterias, gyms and wellness centers, retail shops, and cafes/restaurants.	☐	☐	___

Onsite mixed-use (2 Points)

Walking distance to mixed-use (1 Point)

Describe how the project is a mixed-use project that integrates residential, retail, office, dining, recreational, and/or service-oriented uses? If the project is ¼ mile walking distance from mixed-use amenities available for tenant use, describe how the project will utilize the off-site amenities as mixed use and attach map showing the walking distance:

Strategy	Yes	No	Pts
Optional Strategy 27 – Low-Cost Transit Amenities and Upgrades (1 point per feature): Low-cost bus stop improvements can also increase transit comfort and convenience, improve the waiting experience, or provide helpful information to riders. Low-cost bus stop amenities and upgrades can include, but are not limited to: ▪ Trash receptacles ▪ Static schedule and route displays ▪ Public art The UDSP TDM map identifies additional bus stops proposed at North City Drive and Twin Oaks Valley Road. Describe how and what low-cost transit amenities and upgrades are being proposed, attach site plan identifying the locations of the transit amenities and if the project is implementing the proposed bus stops identified in the UDSP TDM:	☐	☐	___
Optional Strategy 29A – Transit-Oriented Development (2 points): Higher density/intensity development is desired within ½ mile walking distance to: 1. An existing major transit stop, defined as a site containing an existing rail transit station or the intersection of two or more major bus routes with a combined frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods. A rail transit station must be within 0.25 miles of bus stops serving at least one bus route with individual service intervals no longer than 30 minutes during peak commute periods per route. 2. An existing stop along a high-quality transit corridor, defined as a corridor with fixed route bus service with combined service intervals (gaps between buses serving the corridor) no longer than 15 minutes during peak commute hours. In addition, the project shall have a floor area ration greater than 0.75 when calculated excluding land area dedicated to parks, paseos, and plazas. Describe how the project meets the requirements of a transit-oriented development, attach site plan identifying all transit stops/types and walking distance:	☐	☐	___

Strategy	Yes	No	Pts
Optional Strategy 29B – Comprehensive Pedestrian and Bicycle Network:	☐	☐	___

UDSP Figure V.B Pedestrian and Bicyclist Linkages Diagram identifies the internal pedestrian and bicycle network within the University District. In addition, the City of San Marcos Active Transportation Plan identifies the planned citywide pedestrian and bicycle network. In addition, providing internal pedestrian/bicycle connections between parcels is encouraged to reduce walking distances throughout the University District.

Projects may implement the following facilities beyond the project frontage:

- Pedestrian bridge (5 Points)
- Secondary pedestrian route (2 Points)
- Sprinter undercrossing (5 Points)
- Sprinter pathway (2 Points)
- Multi-use trail (2 Points)
- Class I separated bicycle path or Class IV bikeway (3 points)
- Class II facility (2 points)
- Public connections between parcels (3 Points)

Describe the proposed facility types and lengths that will be implemented, attach site plan and/or civil plan sheets identifying these improvements and any agreements needed between property owners:

Optional Strategy 29C – Park Once Strategy (1-3 points): Those arriving by car can easily follow a "Park Once" pattern by parking their car just once to complete multiple daily tasks on foot before returning to their car.	☐	☐	___

- Project enhances Park Once Strategy (1 Point)
- Project will construct parking structure with availability for districtwide parking to utilize Park Once Strategy (3 Points)

Describe how the park once strategy is being implemented, include site map showing walking/biking distances to each amenity from the parking locations; if constructing a parking structure, identify location of structure:

Strategy	Yes	No	Pts
Optional Strategy 29D – Minimum Parking Requirements* (1 point): To encourage efficiently shared public parking rather than several inefficient private parking lots, implementing reduced minimum parking requirements is encouraged. The University District Specific Plan has incorporated reduced minimum parking rates into the specific plan as policy.	☐	☐	___

*Not applicable to single-family residential units.

Demonstrate that the proposed parking for the project will not exceed the minimum parking requirements as described in the University District Specific Plan:

Optional Strategy 29E – Offer Employees a Special Rate on Housing for Living in the District* (3 points): Will this project offer discounted rental rates or other residential incentives for employees who work within the University District?	☐	☐	___

*Applicable to housing provided in rental units only.

Describe how the project will provide employees with special rate housing for living in the University District, including how leases of residential units will be structured:

Strategy	Yes	No	Pts
Optional Strategy 29F – Other Strategies Not Listed:	☐	☐	___

Describe additional TDM strategies that are not already listed in the UDSP and proposed point values. Include supporting documentation that outlines the justification of the assigned points. These strategies shall be evaluated by City staff to determine applicability to the City of San Marcos TDM Policy.

Summary of TDM Strategies			
No.	Strategy	Mandatory	Points
01	On-Site TDM Coordinator	☐	
02	Information Center for Transportation Alternatives	☐	
03	Pedestrian Access with Internal and External Connections and Sidewalk Connections	☐	
04	Project Frontage Improvements	☐	
05	Wayfinding Signage	☐	
06	Secure Bike Parking Space/Racks	☐	
07	Transit Passes or Subsidies		
09	Reserved Parking for Carpool, Vanpool, Carshare, and/or Park-and-Ride		
10	Bike Repair Station		
12	Showers and Lockers		
20	Unbundled Parking		
24	Mixed-Use Development with On-Site Amenities/Services		
27	Low-Cost Transit Amenities and Upgrades		
29A	Transit-Oriented Development		
29B	Comprehensive Pedestrian and Bicycle Network		
29C	Park Once Strategy		
29D	Reduce Minimum Parking Requirements		
29E	Offer Employees a Special Rate on Housing for Living in the District		
29F	Other Strategies Not Listed		
		Total Points	0