EXHIBIT 1

Move Downtown

A Downtown Stockton Multimodal Transportation Network & Land Use Compatibility Action Plan

FINAL REPORT

June 2026

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EXECUTIVE SUMMARY

Project Purpose and Planning Context

The Move Downtown Plan (Plan) is a comprehensive, long range framework to guide transportation and land use investment in Downtown Stockton, focusing on creating a safer, more connected, equitable, and economically vibrant multimodal district. Centered on a one-square-mile study area anchored by the Robert J. Cabral Station, Downtown Transit Center, and San Joaquin Street Station, the Plan synthesizes an existing conditions analysis, extensive community and stakeholder engagement, and alignment with adopted City, regional, and State policies to identify challenges and opportunities across mobility, land use, economic development, and community equity. The Plan evaluates and refines alternative multimodal and land use scenarios using a prioritization framework that leverages a collection of multidisciplinary goals to culminate in a recommended integration strategy. An implementation roadmap, including phased actions, cost considerations, funding strategies, and performance tracking, positions the Plan as a practical tool to support capital programming, grant readiness, and coordinated decision making that advances Downtown Stockton's role as a regional multimodal and economic hub.

Relationship to City, Regional, and State Priorities

The Project aligns with City, Regional, and State plans and priorities for transportation and the built environment. Goals, priorities, and strategies outlined in documents such as the California Transportation Plan (CTP) 2050, the California Climate Action Plan for Transportation Infrastructure (CAPTI), and the City General Plan were incorporated, as applicable, throughout the development of the Project.

Study Area Overview

The Plan Study Area encompasses approximately one square mile in the heart of Downtown Stockton. It is bounded by the Burlington Northern Santa Fe (BNSF) railroad tracks to the south, Oak Street to the north, Center Street to the west, and Airport Way to the east. This boundary was established to strategically include three key transit stations within Downtown: the Robert J. Cabral (Cabral) ACE Station on Channel Street, the Downtown Transit Center (DTC) on Weber Avenue, and the San Joaquin Street Station, which operates Gold Runner intercity rail service, on South San Joaquin Street.

Key Challenges and Opportunities

Downtown Stockton's transportation and land use network presents a strong foundation for multimodal mobility and revitalization opportunities, alongside several critical challenges that must be addressed to achieve a cohesive and equitable downtown. Key strengths include a well connected street grid with walkable block sizes, a robust network of parks and public spaces, including McLeod Lake, and a rich collection of historic and architecturally significant buildings that contribute to Downtown Stockton's unique character. In addition, the City's General Plan and zoning allow multifamily residential and mixed use development throughout most of Downtown, providing flexibility to advance housing and economic development without requiring major policy amendments.

At the same time, the Study Area faces several land use, equity, and mobility challenges. Development opportunities, while abundant, including vacant parcels and publicly owned land, are scattered, making it difficult to establish continuous development corridors that connect the three major transit stations. Physical barriers such as State Route 4 (SR-4), the Union Pacific and BNSF rail corridors, and adjacent industrial uses limit connectivity, fragment neighborhoods, and create incompatibilities with nearby residential areas, particularly in Little Manila and areas east of the rail line. Environmental conditions on former industrial sites, aging utility infrastructure, and the presence of unhoused populations along the Mormon Slough further complicate redevelopment and raise equity and public health concerns. Access to healthy and affordable food also remains a challenge for Downtown residents.

From a transportation perspective, gaps in the bikeway and transit networks constrain mobility and limit access to key destinations and transit stations, particularly south of SR-4 and in the eastern portions of the Study Area where higher density residential zoning is planned. The Plan's safety analysis reveals that pedestrians and bicyclists are disproportionately affected by severe and fatal crashes, with high risk locations concentrated south of SR-4 and along corridors such as Airport Way, El Dorado Street, and Center Street. These findings underscore the opportunity for targeted safety improvements, multimodal connectivity enhancements, and land use strategies that reduce barriers, improve access to transit, and support a safer, healthier, and more connected Downtown Stockton.

Plan Development and Participation

The Plan was developed through a comprehensive, three phase community outreach and engagement process guided by a Stakeholder Working Group representing twenty-four (24) agencies, service providers, advocacy groups, and organizations. More than twenty (20) in person and virtual events and three surveys engaged over 1,200 residents, visitors, business owners, workers, and property owners. Community and stakeholder input consistently highlighted priorities including safer walking and bicycling conditions, improved connections across SR-4 and rail corridors, enhanced cleanliness, better access to transit stations, and strategic investments that support small businesses, expand affordable housing opportunities, and enhance the public realm, particularly through the activation of underutilized and vacant properties, and incorporating mobility hub features at all three major transit locations.

Overview of Alternatives

The Move Downtown Plan evaluated three distinct alternatives to understand how varying levels of investment, intensity, and implementation complexity could address Downtown Stockton's transportation and land use needs. The alternatives were developed collaboratively with the City, the Stakeholder Working Group, and the Downtown Stockton community to reflect shared priorities and local context.

Alternative 1: The Foundation Plan

Alternative 1 focuses on near term, lower cost programmatic and capital improvements that address urgent safety and mobility needs while establishing a baseline for future enhancements.

Transportation improvements include:

- High collision intersection safety treatments
- Pedestrian crossing and sidewalk improvements
- Roadway striping and signage enhancements
- Lighting and wayfinding improvements
- Targeted traffic calming measures
- Transportation Demand Management (TDM) strategies
- Basic transit stop amenity upgrades

Land use improvements include:

- Identifying vacant parcels and opportunity sites
- Activating Downtown commercial spaces, including vacant ground floor space, parking lot edges, and other underutilized parcels
- Rehabilitation of vacant buildings
- Pursuit of funding and resources for façade improvements

Alternative 2: The Focused Plan

Alternative 2 builds upon the Foundation Plan by introducing targeted Safety, Pedestrian and Bicycle, and Transit Priority Corridors, balancing aspirational improvements with feasibility and implementation readiness.

Transportation improvements include:

- Continuous, high quality bicycle facilities
- Expanded pedestrian enhancements along key corridors
- Upgraded transit stops with improved amenities
- Reallocation of street space to better support multimodal travel

Land use improvements include:

- Development of Historic Design Guidelines
- Encouragement of infill housing on vacant and underutilized parcels
- Activation of the Mormon Slough as a community and mobility asset
- Creation of pedestrian oriented corridors across SR-4

Alternative 3: The Full Vision Plan

Alternative 3 represents a comprehensive, long term approach that fully integrates multimodal transportation investments with land use strategies to transform Downtown into a connected, transit oriented, and vibrant urban center.

Transportation and public realm improvements include:

- Complete corridor build outs with protected bikeways
- Widened sidewalks and high quality pedestrian crossings
- Transit priority treatments, such as transit signal priority and enhanced bus stop platforms
- Streetscape and public realm enhancements

Land use and placemaking strategies include:

- Encouragement of mixed use and high density housing and infill development
- Development of transitions and buffers adjacent to rail lines
- Improvements to SR-4 undercrossings
- Continued activation and enhancement of the Mormon Slough

Each alternative was evaluated based on its performance relative to the Plan's goals, community and stakeholder input, and feasibility considerations. Through this assessment, the Plan concludes that Alternative 3 best advances safety, connectivity, equity, economic vitality, and land use integration, while providing a scalable framework that can be implemented incrementally over time as funding and partnerships become available.

Implementation Roadmap

The Action and Phasing Plan establishes a structured, goal based approach for advancing the Full Vision Alternative through prioritized implementation strategies. Recommended projects were evaluated using a quantitative prioritization framework that measures how closely each strategy aligns with the Plan's six goals: Safety, Mobility, Economic Vitality, Social Equity, Improved Land Use, and Air Quality, Health, and Sustainability. Projects were ranked based on these scores, with high ranked projects demonstrating the strongest overall alignment with Plan objectives. The top 5 ranked projects are shown in the table below.

Table 1. Top 5 Ranked Projects

PROJECT NAME	PROJECT RANKING	IMPLEMENTATION PRIORITY
SR 4 Crossings	1	Medium Term
El Dorado Street Corridor	2	Short Term
Airport Way Corridor	3	Short Term
Weber Avenue Corridor	3	Short Term
Downtown Transit Center (DTC) Access	5	Short Term

The preliminary capital cost estimate associated with the recommended alternative is $79,812,500. The Plan's financial strategy identifies a range of potential funding sources and grant programs that can support the implementation of the recommended projects and help align investments with project readiness and impact. This approach supports informed decision making, helps prioritize investments, and allows the City to advance high impact solutions incrementally as funding and implementation opportunities arise.

Successful implementation of the Move Downtown Plan will require coordinated leadership across local, regional, and State agencies. The City of Stockton will serve as the lead implementing agency, advancing projects and aligning land use with the Plan's multimodal vision. Regional and State partners will support transit operations, funding, and infrastructure coordination, particularly for projects affecting major corridors. The City will also work with developers, business organizations, and community groups, serving as the central convener to coordinate project delivery, align funding, and advance implementation over time.

Existing SR 4 undercrossing at California Street

INTRODUCTION

Project Team

The Move Downtown Plan (Plan) was prepared by a multidisciplinary team of public agency and consultant staff, including:

City of Stockton (Lead)

In partnership with:

San Joaquin Regional Rail Commission (SJRRC)

San Joaquin Regional Transit District (SJRTD)

San Joaquin Council of Governments (SJCOG)

With support from:

Mark Thomas

PlaceWorks

PortCity

Purpose of the Plan

Role and Intended Audiences of the Move Downtown Plan

The Move Downtown Plan (Plan) serves as a comprehensive, long-range framework that unifies prior planning efforts for Downtown Stockton into a single guiding document. By consolidating transportation, land use, and community priorities, the Plan streamlines decision-making and establishes a consistent vision to guide both near-term actions and long-term investment.

The Plan functions as a central reference for City staff, transit providers, developers, and community partners by informing capital improvement priorities, grant applications, service planning, and development review. More broadly, it provides stakeholders with a transparent, data-driven roadmap for how Downtown's transportation network and land use patterns are intended to evolve, helping the City and its partners coordinate investments and direct resources efficiently to achieve the Plan vision.

Relationship to Adopted City, Regional, and State Plans

The Plan is intentionally aligned with adopted City, regional, and State priorities to ensure consistency, competitiveness for funding, and long term implementation success. At the City level, the Plan advances the Envision Stockton 2040 General Plan by supporting infill development, transit oriented growth, multimodal connectivity, and revitalization of the Downtown Core and Greater Downtown areas. Regionally, the Plan supports the San Joaquin Council of Governments' Regional Transportation Plan/Sustainable Communities Strategy and Mobility Hub initiatives by strengthening connections to key transit facilities, improving first and last mile access, and reinforcing Downtown Stockton's role as a central multimodal hub. At the State level, the Plan aligns with the California Transportation Plan 2050 and the Climate Action Plan for Transportation Infrastructure (CAPTI) by prioritizing safety, equity, mode shift, reduced vehicle miles traveled, and greenhouse gas emissions reductions. By integrating these City, regional, and State objectives into a single, actionable framework, the Move Downtown Plan positions Downtown Stockton to advance shared policy goals while improving quality of life and supporting future funding and implementation opportunities.

Project Goals and Objectives

Goals and objectives were critical to the project development process, and were identified early in the Project to provide guidance and inform the development of strategies and a preferred alternative. A set of six (6) goals (Safety, Mobility, Economic Vitality, Social Equity, Improved Land Use, and Air Quality, Health, & Sustainability) were identified to guide the Project and support alignment with goals and priorities by the City of Stockton (City) and the State of California (State). Objectives were also identified to expand on these goals and define intended outcomes from the implementation of the Project's preferred alternative. These goals and objectives were reviewed and informed by discussions with the City's partner agencies, as well as the Project's Stakeholder Working Group (SWG).

Table 2. Project Goals and Objectives

#	GOALS:	OBJECTIVES:
1	Safety	1.1 Reduce collision rates, injuries, and fatalities for all modes of travel
		1.2 Increase the quality and comfort of bicycle, pedestrian, and transit facilities
		1.3 Improve collision hot spots
		1.4 Increase the feeling of personal safety for residents and visitors by applying principles of Crime Prevention Through Environmental Design
2	Mobility	2.1 Increase mode share for non-single-occupancy vehicle modes
		2.2 Reduce vehicle miles traveled
		2.3 Enhance first/last-mile connections to transit
		2.4 Increase travel time reliability
3	Economic Vitality	3.1 Provide opportunities to develop underutilized parcels as mixed-use development
		3.2 Improve pedestrian, bicycle, and transit access to commercial corridors and business districts
		3.3 Encourage placemaking and the development of public spaces
		3.4 Support local goods movement and enhanced delivery systems
4	Social Equity	4.1 Prioritize investments and improvements serving disadvantaged community members
		4.2 Incorporate community-identified solutions into recommendations
		4.3 Increase access to multimodal and low-cost transportation options
5	Improved Land Use	5.1 Support infill residential development ranging from middle to high-density housing
		5.2 Support transit-oriented development
		5.3 Encourage joint development opportunities
		5.4 Enhance livability by improving access to services, healthcare, and healthy food
		5.5 Explore parking optimization strategies
6	Air Quality, Health, & Sustainability	6.1 Reduce transportation-related greenhouse gas emissions and other environmental pollutants
		6.2 Encourage physical activity within Downtown Stockton

Study Area and Regional Context

Downtown Stockton Geographic Boundaries

The Plan Study Area encompasses approximately one square mile in the heart of Downtown Stockton. It is bounded by the Burlington Northern Santa Fe (BNSF) railroad tracks to the south, Oak Street to the north, Center Street to the west, and Airport Way to the east. This boundary was established to strategically include three key transit stations within Downtown: the Robert J. Cabral (Cabral) ACE Station on Channel Street, the Downtown Transit Center (DTC) on Weber Avenue, and the San Joaquin Street Amtrak Station on South San Joaquin Street.

Figure 1 illustrates the boundaries of the Move Downtown Study Area. The Envision Stockton 2040 General Plan identifies two Downtown subareas: the Downtown Core and the Greater Downtown. The Move Downtown Study Area largely overlaps with the Downtown Core but extends slightly beyond it to include areas such as Little Manila, located south of State Route 4 (SR-4), and parcels east of the UPRR rail line. The Study Area is fully contained within the Greater Downtown boundary.

Figure 1. Study Area Map

Transit, Rail, and Highway Systems

Key transportation conditions in the Study Area include San Joaquin Regional Transit District (RTD) bus routes and stops, rail transit stations identified by the San Joaquin Council of Governments (SJCOG) as future mobility hubs, and the influence of SR-4 on connectivity and access.

RTD offers Bus Rapid Transit (BRT) Express, local fixed-route bus services, Metro Hopper, Intercity County Hopper, commuter, and ADA Dial-a-Ride (DAR) services. Through these services, RTD offers transit connectivity to destinations within the Study Area, including bus and rail transit stations, and to destinations outside of Stockton. Metro Hopper service provides a deviated fixed-route service throughout the City of Stockton which supplements the demand for ADA Dial-a-Ride operations. Commuter services provide connections between San Joaquin County, Sacramento and Dublin Bay Area Rapid Transit (BART).

Two major rail corridors traverse the Study Area: the north–south Union Pacific Railroad (UPRR) line, which carries both ACE and Gold Runner intercity passenger rail services, and the east–west BNSF Railway line, which serves Amtrak. ACE provides passenger rail connections from Stockton to Manteca and extends westward to San Jose. Amtrak offers statewide and national passenger service, with major destinations from Stockton including Sacramento, the San Francisco Bay Area, and the Central Valley.

Locally regarded as the "Crosstown Freeway," SR-4 provides the primary connection between Interstate 5 (I-5) and Highway 99 and cuts through the southern third of the Study Area. The facility is elevated above the surrounding street network, allowing north–south streets to pass underneath.

RTD offers transit services throughout the Study Area

Built Environment and Character

Downtown Stockton is laid out with a traditional grid street network with blocks relatively equal squares of 300 feet by 300 feet, creating blocks approximately 90,000 square feet each. This compact and consistent block grid is conducive for a walkable environment and allows for a development pattern that is denser than other parts of the City. This block structure extends beyond the Move Downtown Study Area into the surrounding areas.

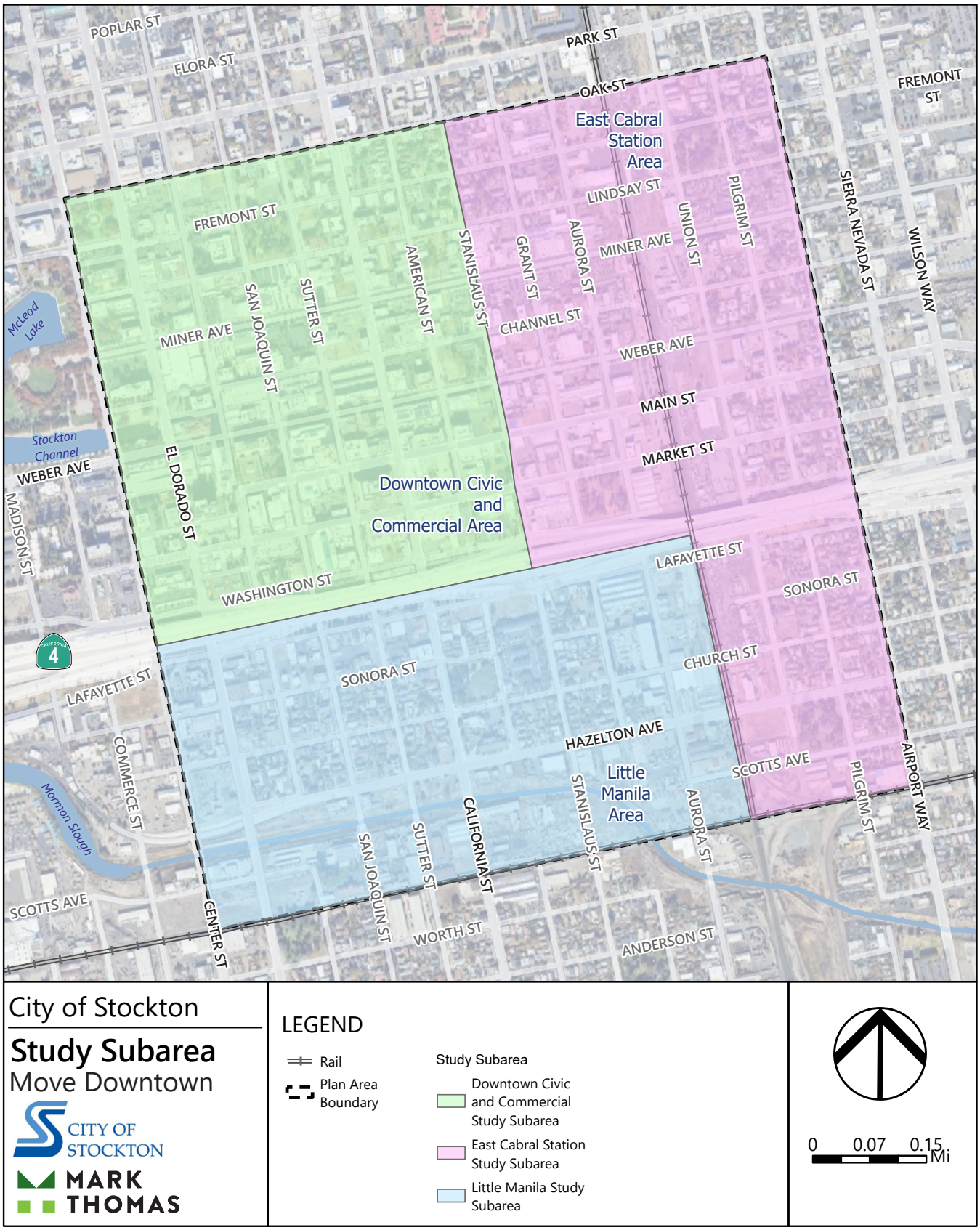
The one-square-mile Plan Study Area is a diverse environment comprised of different subareas, each having a distinct physical character and style of development. For the purposes of the Move Downtown project, three subareas were identified to guide recommendations based on existing land uses and area character. These three subareas are: the Downtown Civic and Commercial area to the north and west, East Cabral Station area to the east, and the Little Manila area to the south. The following sections describe each of these three areas in greater detail. Figure 2 shows the subareas comprising the Move Downtown Study Area. These subareas overlap with, but are distinct from, areas defined in other City documents including the Gleason Historic Neighborhood (Design District) and the Little Manila/Gleason Park Neighborhood Action Plan.

Within the Study Area, natural features such as McLeod Lake and Mormon Slough also shape Downtown's identity and development pattern. McLeod Lake provides a prominent waterfront amenity near Center Street, while Mormon Slough, a seasonally dry creek bed along the southern boundary, creates opportunities for ecological enhancement and improved public access.

Role of Downtown as a Multimodal and Economic Hub

Downtown Stockton serves as a critical multimodal and economic hub for both the City and the broader Central Valley. Its proximity to major transportation assets, including rail, regional transit, and the Port of Stockton, positions it as a central node for the movement of people and goods between the San Francisco Bay Area, Sacramento Valley, and San Joaquin Valley. Located just west of the Study Area along the San Joaquin River, the Port of Stockton, one of only two inland ports in California, plays a significant role in supporting goods movement, regional commerce, and economic competitiveness.

Figure 2. Study Subareas Map



EXISTING CONDITIONS ASSESSMENT

Summary of Key Local, Regional, and State Plans

A focused review of relevant local, regional, and statewide plans was conducted to ensure the Plan builds upon prior efforts and aligns with established policy direction, funding priorities, and implementation frameworks. This review evaluated adopted plans, ongoing initiatives, and regulatory guidance to identify key goals, performance measures, planned investments, and project recommendations applicable to the Study Area. A summary of the documents reviewed is provided in Table 2, with a detailed analysis of findings and alignment included in Appendix A: Literature Review.

Table 3. List of Reviewed Documents

	DOCUMENT	LEAD AGENCY	YEAR OF COMPLETION
State	California State Rail Plan	Caltrans	2024
	Caltrans Active Transportation Plan for District 10	Caltrans	2021
	California Transportation Plan 2050	Caltrans	2021
	Climate Action Plan for Transportation Infrastructure	Caltrans	2021
	Toward an Active California	Caltrans	2017
Regional	Bike Stockton	SJCOG	2025
	San Joaquin Regional Mobility Hub Plan	SJCOG	2025
	Existing Bikeways Map	SJCOG	2023
	Regional Transportation Plan/Sustainable Communities Strategy	SJCOG	2022
	Local Roadway Safety Plan	San Joaquin County	2022
	Short Range Transit Plan Fiscal Years 2024/25 – 2033/34	RTD	2025
	2024-2025 Annual Action Plan	San Joaquin County	2021
	San Joaquin County Bicycle Master Plan Update	San Joaquin County	2020
	Coordinated Transportation Plan	RTD	2025
	Regional Bicycle, Pedestrian, and Safe Routes to School Master Plan	SJCOG	2012
	Downtown Transit Center Map	San Joaquin Regional Transit District	N/A
Local	Downtown Stockton Weber Avenue Bicycle-Pedestrian Connectivity Project	City of Stockton	2027
	Stockton Diamond Grade Separation Website	City of Stockton	2025
	Interactive Zoning Map	City of Stockton	2025
	Channel Street Improvements Project	City of Stockton	2025
	Main Street Complete Streets Plan	City of Stockton	2024
	South Stockton Pedestrian HAWK Improvements Project	City of Stockton	2024
	Safe Routes to School Safety and Connectivity Project	City of Stockton	2024
	2023-2031 Housing Element Draft	City of Stockton	2024
	Active Multifamily Housing Development Map	City of Stockton	2024
	Cabral/East Cabral Station Area Neighborhood Action Plan	City of Stockton	2024
	Little Manila Neighborhood Action Plan	City of Stockton	2024
	Housing Action Plan	City of Stockton	2024

Table 3. List of Reviewed Documents

	DOCUMENT	LEAD AGENCY	YEAR OF COMPLETION
Local	Large Residential Projects Map	City of Stockton	2024
	Stockton Downtown Transformation Project	Caltrans	2023
	California Street Road Diet Project	City of Stockton	2023
	Housing and General Plan Annual Progress Report	City of Stockton	2023
	Downtown and South Shore Infrastructure Analysis	City of Stockton	2023
	Economic Development Strategic Action Plan	City of Stockton	2021
	Systemic Safety Analysis Report and Local Road Safety Plan	City of Stockton	2021
	Greater Downtown Stockton Active Transportation Plan	City of Stockton	2020
	Greater Downtown Bike and Pedestrian Connectivity Map	City of Stockton	2020
	Downtown East-West Connection Map	City of Stockton	2020
	Sustainable Neighborhood Plan	City of Stockton	2019
	Safe Routes to School Sidewalk Gap Closure Project Map	City of Stockton	2018
	Envision Stockton 2040 General Plan	City of Stockton	2018
	Bicycle Master Plan	City of Stockton	2017
	Safe Route to School Plan	City of Stockton	2017
	Infill Opportunities Report	City of Stockton	2016
	ACE Planning and Parking Strategy, Cabral Station	City of Stockton	2011
	Robert J. Cabral Station Master Plan Update	City of Stockton	2008
	Robert J. Cabral Station Neighborhood: A Plan for Revitalizing East Downtown Stockton	City of Stockton	2005

Land Use Analysis

This section summarizes key land use conditions and challenges within the Plan Study Area, including existing uses, physical conditions, landmarks, destinations, current developments, socioeconomic trends, and the existing regulatory framework under the General Plan, Zoning Ordinance, Housing Action Plan, and Neighborhood Action Plans. The information provided in this summary is intended to provide a base understanding of the land use patterns and key transportation connections to support development of the Move Downtown vision. A more detailed discussion of the land use analysis is provided in Appendix B: Land Use Network Review.

Subareas and Key Destinations

Downtown Civic and Commercial Area

The Downtown Civic and Commercial subarea is the largest and most intensely developed portion of the Plan Study Area, generally bounded by Park Street to the north, the UPRR railroad tracks to the east, SR-4 to the south, and I-5 to the west. This area functions as Stockton's primary civic and commercial core, characterized by a mix of higher-density residential, office, retail, and restaurant uses within a traditional downtown street grid. Buildings are generally taller and more closely spaced together than in the surrounding subareas, creating an active, pedestrian-oriented urban environment that supports employment, services, and cultural destinations.

Downtown Civic and Commercial Area: Downtown Transit Center

East Cabral Station Area

The East Cabral Station subarea is centered on Robert J. Cabral Station and the north–south UPRR rail line. The area includes a mix of residential, industrial, and commercial uses, with a more industrial character concentrated along the rail corridor and a transition to predominantly residential neighborhoods toward the east. Proximity to rail infrastructure and auto-oriented businesses contributes to distinct land use and environmental conditions within this subarea.

The Stockton Diamond Grade Separation Project, located near Aurora Street and Scotts Avenue, will significantly influence future development patterns through the relocation of select industrial uses and infrastructure modifications. Existing conditions documentation also identifies infrastructure gaps, limited neighborhood amenities, and environmental concerns associated with historic industrial activity. These factors position the East Cabral Station area as a transition zone with both redevelopment opportunity and implementation challenges.

Little Manila Area and Gleason Park

The Little Manila and Gleason Park subarea occupies the southern portion of the Study Area, extending from the elevated SR-4 to the BNSF rail line at the southern boundary. Predominantly residential in character, the neighborhood includes single-family homes centered around Gleason Park and Spanos Elementary School. The area holds deep cultural and historic significance as a longtime center of Stockton's Filipino/a community, along with Japanese and Chinese communities, and includes designated historic resources such as the Little Manila Historic Site.

Construction of SR-4 significantly disrupted the neighborhood, resulting in displacement and long-term social and economic impacts that continue to influence community conditions today. Existing conditions analysis identifies challenges related to food access, infrastructure quality, and neighborhood amenities. Despite these challenges, the subarea's strong historic identity and community cohesion present meaningful opportunities for sensitive revitalization and reinvestment, guided by existing City design standards and preservation policies.

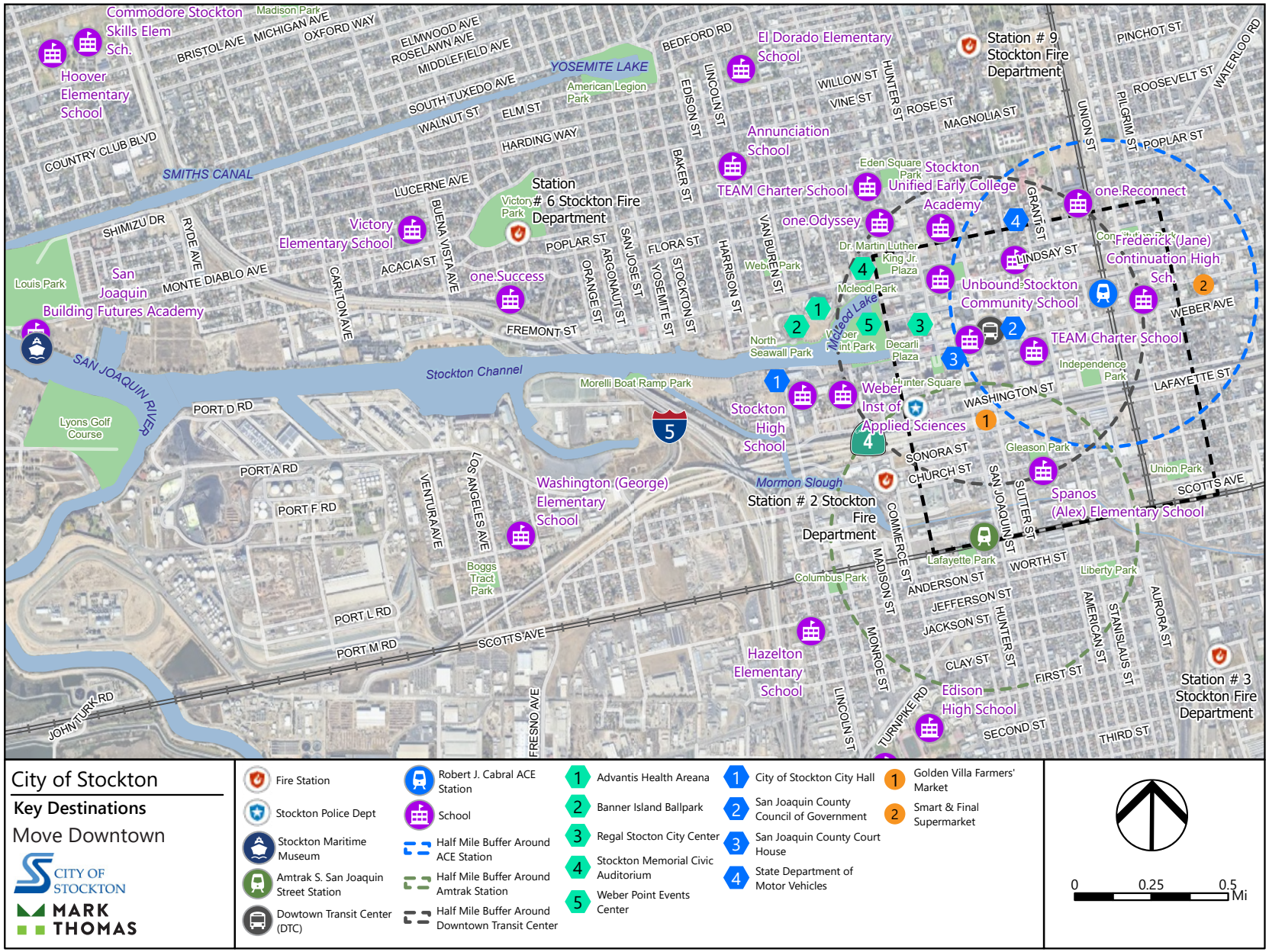
Key Destinations

Some of the important destinations within and adjacent to the Plan Study Area that identify patterns and concentrations of key trip generators, and how destinations may relate to one another, as well as to transit stations, are shown in Figure 3. Key destinations shown include parks, public facilities, civic buildings, food destinations, schools, fire stations, and police stations. The map also shows half-mile buffers around each of the three transit stations.

Robert J. Cabral Station

Cabral Station is a railway transit station located along Channel Street in Downtown Stockton within the east part of the Study Area. It is one of the two passenger rail stations

Figure 3. Key Destinations Map



Mormon Slough

El Dorado Street, looking southeast towards the new Superior Courthouse

within the City. Cabral Station is a terminus stop for ACE rail services that connect to San Jose's Diridon Station, and is a stop along the Amtrak route that connects Sacramento and Bakersfield. Built in 1930, it is an architecturally significant building in the Italian Renaissance style, which recalls a previous era of rail travel. The station deteriorated during the 1970's and after, until a voter-approved transportation measure allowed it to be renovated and reopened in 2003.

State Route 4

Locally regarded as the "Crosstown Freeway", SR-4 is a primary east–west connection between I-5 and Highway 99 and runs through the southern portion of the Study Area. Elevated above the surrounding street network, the facility allows north–south connections beneath it; however, these underpasses create dark and uncomfortable conditions for pedestrians and bicyclists. While SR-4 plays a critical regional mobility role, it also functions as a significant physical and social barrier between Downtown and the Little Manila neighborhood, contributing to fragmentation and inequitable access across the area.

Mormon Slough

Mormon Slough, which runs parallel to the southern BNSF rail line, is a former waterway that was diverted in the early 20th century to redirect flow away from Downtown Stockton. Today, the corridor presents environmental, social, and public health challenges, including the presence of unhoused residents. The Little Manila and Gleason Park Neighborhood Action Plan recommends restoration and coordinated improvements to enhance environmental conditions while addressing ongoing community needs.

Weber Point Events Center

Along the west of the Study Area by Center Street and facing McLeod Lake, is the Weber Point Events Center. This is a large outdoor event space in Downtown Stockton that provides a venue for attractions year-round. It includes a children's play area, an amphitheater, and interactive water features, and accommodates a variety of events such as festivals, concerts, and other community gatherings.

San Joaquin County Superior Court of California

The San Joaquin County Superior Court of California, located on Weber Avenue, is the general trial court for all citizens of San Joaquin County. This courthouse was completed in 2017 and is 12 stories tall, accommodating 30 courtrooms. This is the largest building in the Study Area and a major employment destination.

Diversity Plaza (remnant of Hunter Square Plaza)

Diversity Plaza, located in Downtown Stockton, occupies the southern portion of the former Hunter Square Plaza site following redevelopment of the northern half for the San Joaquin County Superior Court. The plaza has been enhanced with public art, lighting, landscaping, and gathering amenities, creating a well-maintained civic space that celebrates Stockton's cultural diversity and serves as an important community gathering place in the city center.

Existing Regulatory Framework

A review of key existing regulatory land use documents was conducted. These documents are summarized below with additional information available in Appendix B: Land Use Network Review.

Envision Stockton General Plan 2040

Envision Stockton 2040 is the City's long-range general plan guiding growth and development through the year 2040. Adopted in December 2018, it establishes a comprehensive framework for achieving the community's vision by addressing land use, housing, circulation, environmental justice, public services, safety, and quality of life. The plan integrates State-required elements into four chapters (with the Housing Element updated separately on an eight-year cycle, most recently in July 2024) and provides policies, actions, and land use designations to ensure that future development, aligns with Stockton's long-term goals. The plan includes several goals, policies, and specific to downtown.

Development Code: Title 16 of the City Municipal Code

Title 16 of the City Municipal Code is the Development Code, which creates zoning districts to implement the General Plan Land Use map and regulates uses and development standards for each zoning district. The majority of the Move Downtown Study Area is occupied by commercial land uses, especially within and around the Downtown Core. There are strips of industrial land running along the north-south UPRR line and the east-west BNSF Railway line. There are smaller pockets of housing around the Study Area, primarily within the Little Manila area south of SR-4. There are medium-density residential areas concentrated in the south-eastern portion of the study area, east of Union Street. A small amount of high-density residential is located around and to the east of Gleason Park.

Housing Action Plan

The City finalized the Housing Action Plan (HAP) in November 2024. This community-driven plan analyzed challenges and proposed solutions to Stockton's housing crisis. For example, one of the key factors leading to the statewide housing crisis is the increase in housing prices and rents, while incomes have not kept up. The HAP analyzed the Stockton housing market and needs; the existing housing supply and opportunities for new development; and the development process in the City to see if there are ways to streamline production of new housing. To improve the implementation of housing efforts, the HAP was developed for the entire city, with three Neighborhood Action Plans (NAP) developed for distinct communities within Stockton.

Neighborhood Action Plans

In 2023, through funding from the SJCOG, the City prepared Neighborhood Action Plans (NAPs) for three separate areas within the City: South Airport Way, Cabral Station Area, and Little Manila/Gleason Park. These three plan areas were selected for their elevated need for quality housing, as identified in the 2040 Envision Stockton General Plan, in addition to their location within the South Stockton Promise Zone and identification as low-resource areas by the State Housing and Community Development Department.

Major Developments

Residential Development

There are several planned developments currently going through the approval process throughout the City, many of which are located within the Study Area and will increase the available stock of multifamily residential units. As of July 2024, there were seven projects under review, approved, or under construction within the Greater Downtown Area, three within the Downtown Core, and three within the Study Area. If these projects are approved and built, they would add 1,044 multifamily units to the Greater Downtown Area, 514 units to the Downtown Core, and 346 units to the Move Downtown Study Area. The construction of 110 multifamily homes are planned for the State of California Department of General Services (DGS) building on Miner Avenue, with income restrictions across income levels. Just outside of the Study Area, an additional 110 multifamily units are planned for the former DMV location.

As of April 2024, two large residential projects were proposed within the Greater Downtown Area just outside of the Study Area. The first is the South Pointe Project, within the Downtown Core a few blocks west of the Study Area. This project was under review as of April 2024 and, if approved, would add approximately 300 units. The second project, the University Park Master Plan, was approved in April 2024 and will add approximately 359 residential units when completed. This project is located along Park Street, just north of the Study Area. Combined, these two projects would add 659 new residential units to the Greater Downtown Area.

Stockton Diamond Grade Separation Project

The Stockton Diamond Grade Separation Project is a proposed grade separation designed to improve the rail intersection at the Stockton Diamond, located just south of Downtown Stockton near Aurora Street and Scotts Avenue. The project would separate the two intersecting rail lines, which are both currently at grade, by raising the UPRR line to cross over the BNSF line. This design minimizes impacts to local roadways, such as SR-4, but will significantly reconfigure land in the area. Figure 4 shows the potential right of way acquisition required for the project.

Caltrans Downtown Stockton Transformation Project

The Caltrans Downtown Stockton Transformative Project is an effort to remediate the division created by SR-4. Caltrans is exploring opportunities to develop a new park under the highway's elevated structure, currently referred to as Crosstown Park. Concepts for the park include an amphitheater, skate park, playground, murals, and a community garden.

Vacant Lands, Public Lands, and Historic Resources

Figure 4 shows vacant lands, public land, and historic resources within and around the Study Area. This map provides a preliminary snapshot of potential development opportunities as well as constraints. The various Historic Resources include Historic Landmarks, Historic Sites, Structures of Merit, and Preservation Districts. No Preservation Districts are within the Study Area.

Perception of Safety Analysis

A perception of safety analysis was conducted to evaluate how the Study Area environment may feel to pedestrians based on observable physical street conditions. This high-level assessment focused on visual cues that influence comfort and walkability, rather than crime data or socioeconomic factors. The analysis is intended to identify environmental characteristics that may support or detract from a pedestrian's sense of comfort and to highlight opportunities for targeted improvements.

Guided by core Crime Prevention Through Environmental Design (CPTED) principles, the evaluation assessed street segments against a set of criteria related to sidewalk completeness, maintenance, landscaping, building frontage conditions, active uses, lighting, and the presence of vacant or underutilized properties. Each segment received a cumulative score based on these observable characteristics, allowing for a comparative understanding of perceived comfort levels across the Study Area.

Results indicate that lower levels of perceived safety are concentrated south of SR-4 and along the railroad corridors, where street environments more frequently lack active frontages, consistent maintenance, or adequate lighting. In contrast, areas within and adjacent to the Downtown Civic and Commercial District generally demonstrate higher perceived comfort levels, reflecting stronger pedestrian-oriented conditions.

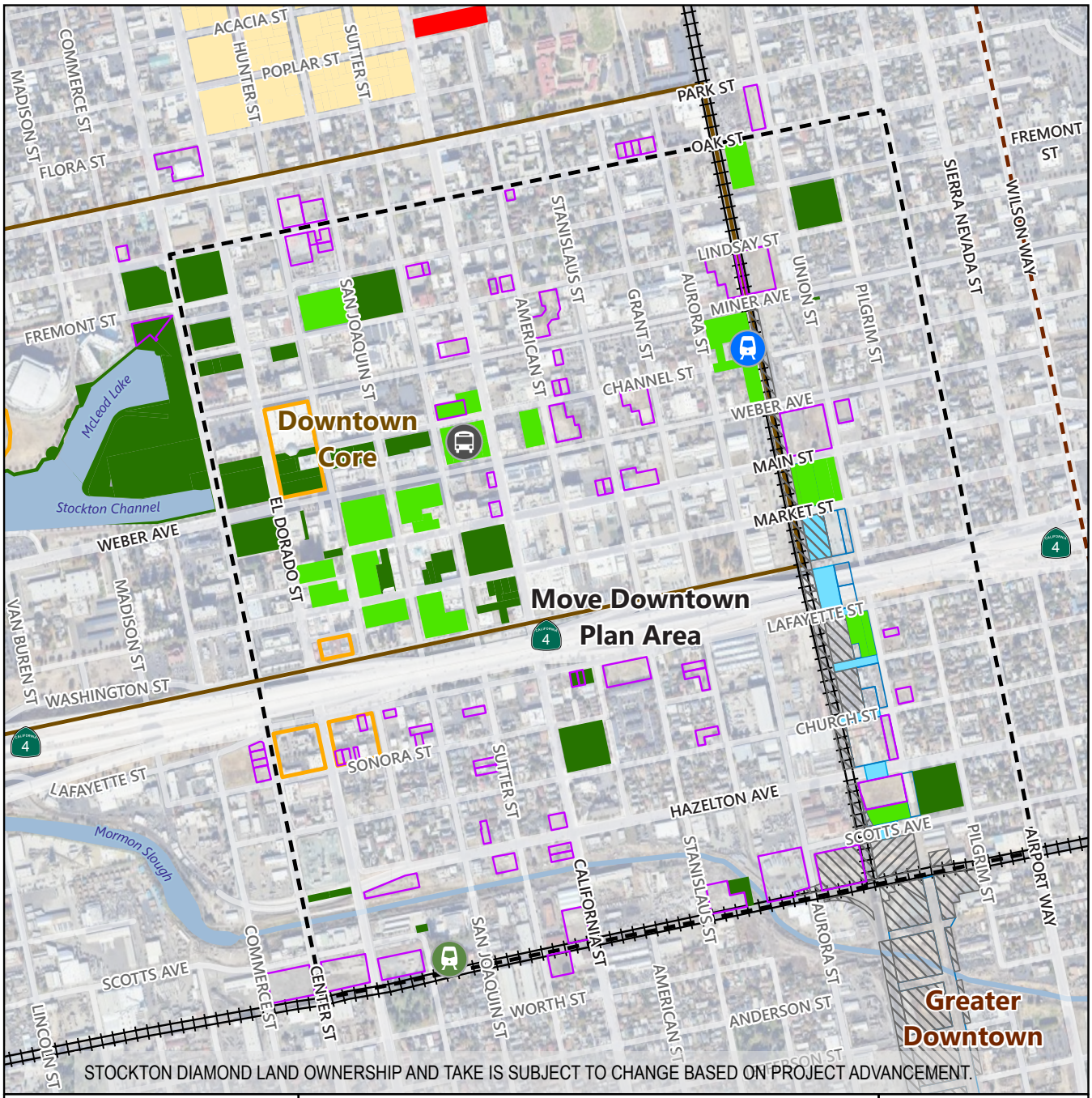
Stray dog at the California Street and Hazelton Avenue intersection, leading to Spanos Elementary School

Equity Analysis

The equity analysis reveals significant challenges across all tracts within the Study Area, with respect to socioeconomic conditions, community health, and housing affordability. Incomes are generally low with high rates of poverty, many households are renters, homes tend to be older, and harmful environmental conditions are present across the Study Area census tracts. Some of these issues are concentrated and worse in the Study Area and Downtown Core, while other issues are shared by neighboring tracts in the Greater Downtown Area.

These findings indicate the Plan Study Area is a priority for investments aimed at mitigating adverse environmental conditions and improving the health and wellbeing of downtown Stockton residents. Investment opportunities could improve environmental quality and housing conditions in the area, as well as help to reconnect communities across the boundaries created by transportation infrastructure, improving resident access to jobs, food, and other daily needs and community destinations. The full equity analysis can be found in Appendix C: Equity Analysis.

Figure 4. Vacant Lands, Public Lands, and Historic Resources Map



City of Stockton

Vacant/Public Lands and Historic Resources

Move Downtown

CITY OF STOCKTON

MARK THOMAS

LEGEND

- Amtrak S. San Joaquin Street Station
- Dowtown Transit Center (DTC)
- Robert J. Cabral ACE Station
- Rail
- Plan Area Boundary
- Downtown Core
- Greater Downtown
- Vacant Parcels
- City Owned Parcels
- County or Government Owned Parcels
- Historic Sites
- Doctors Row Historic Preservation District
- Magnolia Preservation District
- Easements
- Full Take For Stockton Diamond
- Parcels Owned by BNSF
- Parcels Owned by UP

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Land Use Analysis Summary of Findings

The land use analysis indicates that the Study Area is well-positioned to support continued revitalization and multimodal activity. A connected street grid, accessible parks and public spaces, and a concentration of historic and architecturally significant resources contribute to a strong physical and cultural framework. In addition, existing General Plan and zoning regulations already allow multifamily residential and mixed-use development throughout much of Downtown, providing regulatory flexibility to support growth and reinvestment without requiring substantial policy amendments.

Key Strengths:

- The Study Area has a strong existing grid network with block sizes that can easily facilitate pedestrian movement throughout the area.
- The Study Area is well-served by parks and public spaces.
- There are many historic resources and architecturally significant buildings that are protected as designated landmarks and sites.
- The General Plan and Zoning already permit multifamily residential throughout Downtown, except on industrial land, supporting flexible and mixed-use development without needing a General Plan and Zoning amendment.

While Downtown Stockton is supported by a strong physical and regulatory framework, the analysis identifies several structural and equity-related challenges that affect connectivity, cohesion, and long-term reinvestment potential. Physical barriers, including SR-4, the UPRR rail corridor, and industrial land uses fragment neighborhoods and make it challenging or unpleasant to travel to transit stops. Scattered vacant and underutilized parcels present redevelopment opportunity but interrupt continuous corridors of activity, particularly where infrastructure capacity, environmental contamination, or land use compatibility issues exist. In addition, public health, food access, and conditions surrounding Mormon Slough reflect ongoing equity concerns that must be addressed alongside physical improvements.

Key Challenges:

- There are multiple opportunities for redevelopment including vacant lots and City- and County-owned land. However, many of these are non-contiguous and scattered throughout the study area, making it challenging to coordinate improvements, activate city blocks, and support connectivity between the three transit stations.
- The capacity and condition of existing utility infrastructure may present obstacles to development and would likely need to be reviewed for necessary upgrades.
- SR-4 remains a challenging barrier for connectivity and cohesion of community and land uses between the Downtown Civic and Commercial District and Little Manila.
- The industrial lands flanking the UPRR rail is a barrier to land use and community cohesion for residents on either side of the tracks. Industrial activities are generally incompatible with residential uses and can adversely impact overall community health.
- Many vacant industrial sites in the Study Area have environmental contamination issues.
- Mormon Slough is home to many unhoused people, which creates public health challenges and emphasizes the need for human services in downtown.
- The high-level perception of safety analysis shows that areas most likely to be perceived as unsafe or uncomfortable from a pedestrian point-of-view are areas and crossings through and adjacent to SR-4, Mormon Slough, and the UPRR rail corridor.
- Access to healthy and affordable fresh food is a challenge for current and future residents of the Study Area.

Displacement Risk Analysis

As part of the Plan, the project team evaluated the potential for transportation and land use investments to contribute to gentrification and displacement in the Downtown Core. While the recommended strategies are intended to improve mobility, sustainability, and economic development, such investments can also increase neighborhood desirability, drive up rents, and place pressure on lower-income households and small businesses. Recognizing this risk, factors associated with displacement were examined and policy considerations and mitigation strategies were identified to help ensure that revitalization benefits existing residents and businesses.

The displacement analysis draws on findings and recommendations from recent local and regional efforts, including the SJCOG Housing Policy Toolkit, Stockton TCC Displacement Avoidance Plan, Stockton Housing Action Plan, and the City's Housing Element. These documents identify existing displacement risk factors in Downtown Stockton and outline tools to preserve housing affordability, support tenant stability, and promote equitable development. The analysis also assessed the distribution of subsidized and naturally occurring affordable housing in the Study Area, noting concentrations near Weber Avenue, Main Street, and E. Sonora Street, with larger affordable housing developments generally located north of SR-4.

Anti displacement strategies were evaluated across four major implementation areas:

- Land use preservation and rehabilitation
- Activation
- Long term development and transitions
- Transportation improvements

Preservation and rehabilitation strategies emphasize maintaining existing housing supply, particularly historic and culturally significant buildings, while pairing reinvestment incentives with affordability protections. Tools such as housing rehabilitation programs, proactive code enforcement, tenant protections, and preservation of subsidized housing can help balance reinvestment with tenant stability and neighborhood continuity.

Activation strategies focus on near-term use of vacant and underutilized sites to build activity and momentum while longer-term redevelopment occurs. To reduce displacement risk, activation efforts should prioritize local vendors, nonprofit service providers, and community-based businesses, ensuring that existing residents benefit economically from revitalization.

Long-term strategies address redevelopment along major infrastructure corridors, including SR-4 and rail lines, where coordinated investment can improve connectivity and public health outcomes by reducing exposure to environmental contaminants associated with freight and industrial activity. Integrating affordability incentives, encouraging mixed-use development, and establishing appropriate buffers between industrial, rail, and residential uses are critical to reducing displacement pressures and benefiting existing residents as private investment increases. Early and ongoing community engagement is essential to ensure that redevelopment reflects local needs and priorities.

Transportation strategies, including pedestrian, bicycle, transit, and safety improvements, offer important quality-of-life benefits but must be paired with clear communication and trust-building efforts. Historic patterns of displacement associated with infrastructure investment underscore the importance of community-led engagement, transparent messaging, and equity-centered implementation. Programs such as Vision Zero and Safe Routes to School can deliver direct safety benefits to current residents when paired with meaningful community participation.

These strategies should also align with housing goals by encouraging infill development on sites identified in the Housing Element and accounting for the mobility needs of lower-income households as parking and street configurations evolve.

By coordinating transportation investments, land use policies, housing preservation tools, and community-focused economic development, the City can support revitalization while protecting affordability and social equity. The full displacement analysis is provided in Appendix D: Displacement Analysis.

Transportation Network Analysis

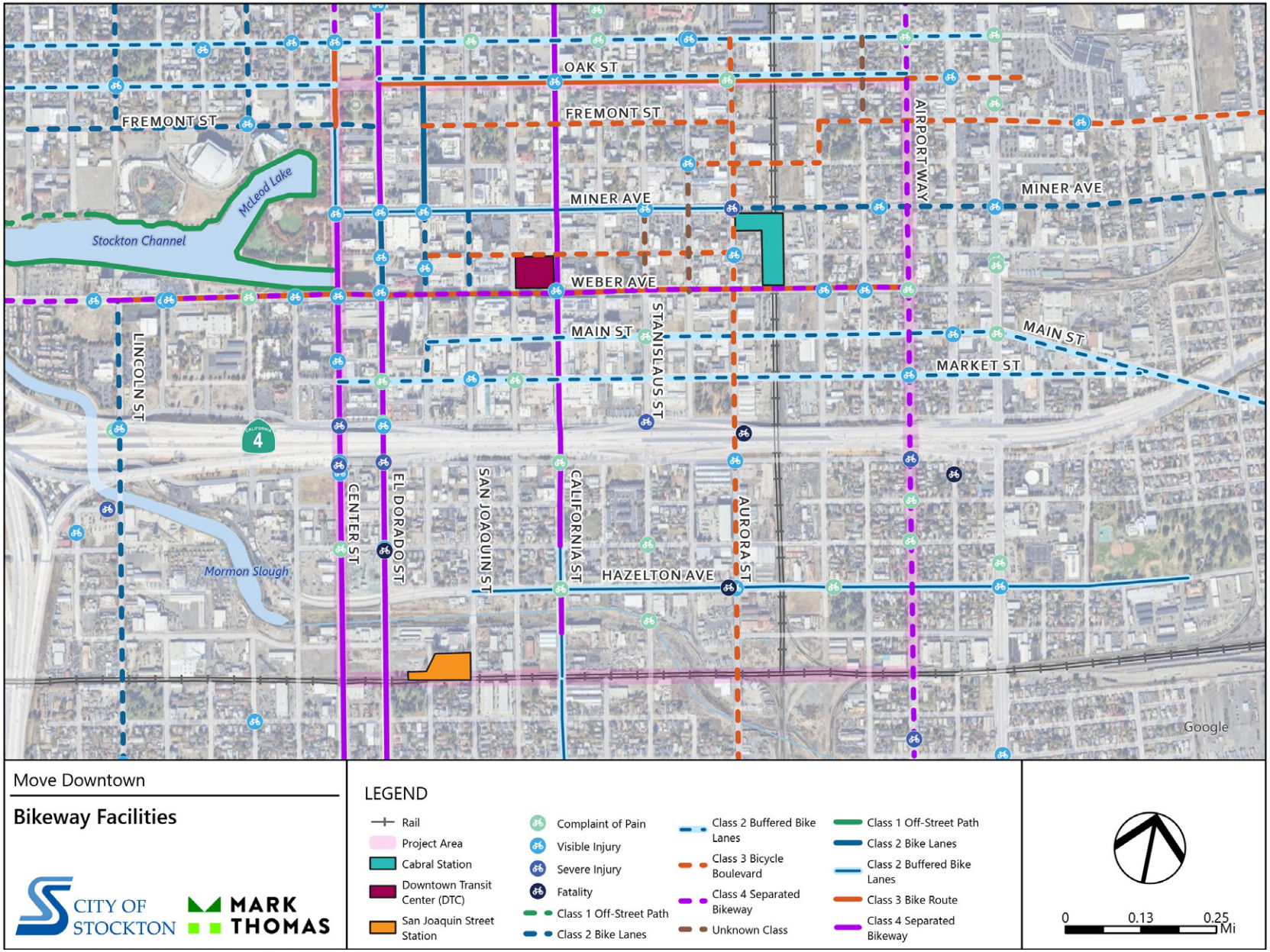
This section details the findings of a Transportation Network Review, which identified existing transportation conditions, socioeconomic characteristics, and transportation safety challenges within the Plan Study Area.

Existing and Planned Bicycle Facilities

Figure 5 illustrates the network of existing and proposed bikeway facilities within and adjacent to the Study Area, offering insight into the level of bicycle connectivity available in Downtown Stockton. This mapping helps evaluate the extent to which the Study Area currently supports connectivity for bicycle travel, proposed improvements for bicycle connectivity, and identifies key gaps in the existing and proposed bikeway network. Existing bikeway facilities are located along segments of Center Street, Oak Street, Miner Avenue, Weber Avenue, Hunter Street, California Street, El Dorado Street, and Hazelton Avenue.

Additional bikeways are planned along the following roadways; Miner Avenue, Airport Way, Aurora Street, Oak Street, Fremont Street, Channel Street, Weber Avenue, and Market Street.

Figure 5. Existing and Planned Bicycle Facilities Map



California Street, El Dorado Street, and Center Street have recently undergone bicycle improvements, and are the only designated, continuous north-south bikeways that traverse the entire Study Area.

Existing east-west bikeways are located on Oak Street, Miner Avenue, Hazelton Avenue, and Weber Avenue. The existing east-west planned facilities on Main Street and Market Street offer direct access to the core of Downtown Stockton and key transportation facilities, including the DTC and the Cabral ACE Station. However, there are a lack of east-west bikeway facilities planned south of Market Street, limiting bikeway connectivity across the southern portion of the Study Area.

Planned bikeway improvements, identified through previous local and regional planning efforts, including the Greater Downtown Active Transportation Plan, aim to address network gaps and enhance Downtown Stockton's bicycle infrastructure. Planned north-south facilities on Aurora Street and Airport Way will improve connectivity through the Study Area, increasing access to key community destinations. The addition of bikeways along Main Street and Market Street will enhance connectivity across the center of the Study Area, resulting in a more continuous, integrated bicycle network.

One bikeshare program, Bike San Joaquin, is currently operating in the Study Area, offering pedal-assisted e-bikes to expand mobility options for residents, particularly in historically underserved communities. The program operates under two models: a long-term lending subscription and a round-trip rental system. The long-term option allows residents within designated equity-priority zones to borrow an e-bike for personal use for 30 days at a time, with reduced-cost subscriptions available for qualifying households. The short-term system offers access to fleets of e-bikes stationed at hub locations, with users required to return the bikes to their original pick-up hub.

While most Bike San Joaquin hubs are located outside of the Study Area, near the University of the Pacific, Calaveras Quarters, and other nearby residential developments, one hub is located within the Study Area at Grand View Village, at the intersection of Miner Avenue and San Joaquin Street. The Bike San Joaquin bikeshare program provides a valuable transportation service that complements Downtown Stockton's growing bicycle network. However, the requirement to return e-bikes to their original hub limits trip flexibility and eliminates trips which require one-way travel to destinations.

Recent bikeway improvements on California Street

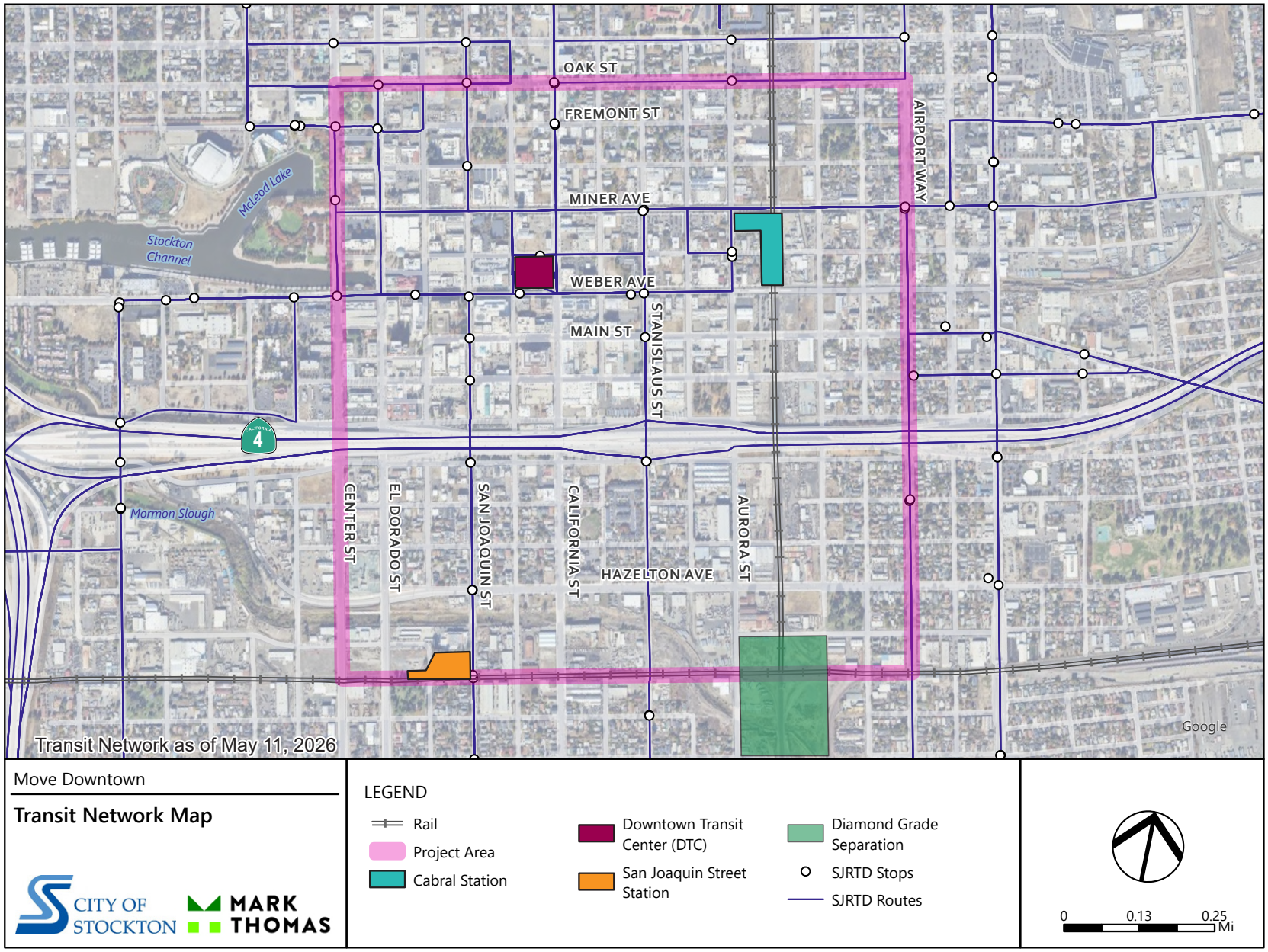
Transit Network

Figure 6 illustrates the existing public transit conditions in the Study Area, including the coverage of RTD transit services, as shown through RTD bus routes and stops, and the locations of transit stations, which have been identified by the SJCOG as future mobility hubs. This map highlights areas that are well-served by existing transit services as well as those with limited options. While transit coverage provides an important snapshot of where services are available, it does not necessarily reflect service frequency, reliability, span of service, or the capacity of routes to accommodate additional riders. As a result, areas shown as "served" may still experience limited usability or constrained first and last mile connectivity depending on schedule coordination and operational conditions. These factors can disproportionately affect lower-income households, seniors, people with disabilities, and households without reliable access to a vehicle, underscoring the importance of coordinating transit service with access improvements.

Overview

An important aspect of RTD's approach to transit is the "hub and spoke approach" which routes local feeder lines into central transit centers. While existing RTD bus routes operate across the Study Area, the northern half of the Study Area is currently better served by the transit services, with a greater density of transit routes and stops, particularly surrounding the DTC and near the Cabral ACE Station. The DTC is an RTD transit hub located on Weber Avenue, which facilitates transfers between multiple bus lines and serves as a key node in the regional transit system. In addition to the DTC, the area near the Cabral ACE Station is also well served by RTD, supporting access to ACE commuter rail service between Stockton and the Bay Area.

Figure 6. Transit Network Map



The San Joaquin Street Amtrak Station, located in the southern portion of the Study Area, is also served by RTD transit. A bus stop is located adjacent to the station, providing a direct connection to the local transit network. A bus stop located across the street, south of the BNSF rail line, serves northbound passengers traveling to downtown. However, while this stop offers transit access, the overall transit coverage in the southern portion of the Study Area is noticeably less dense compared to the north. Fewer routes and longer distances between stops may limit the convenience and frequency of transit service for residents and visitors in this area, reducing its appeal as a first- and last-mile option for Amtrak passengers.

San Joaquin Street Station is currently not served by an Express Route. Improving transit connectivity, service coordination, and first- and last-mile access in the southern portion of the Study Area would help advance more equitable mobility outcomes, strengthen access to regional rail, and expand the benefits of transit investments for disadvantaged communities while enhancing overall system effectiveness.

RTD Express Routes

As part of the existing conditions analysis, all RTD express bus routes were reviewed to assess their potential to serve the Cabral and San Joaquin Street rail stations. Preliminary analysis identified Express Route 40 as having potential to serve Cabral Station due to its service to the nearby DTC. However, limited space at Cabral Station would constrain its ability to function as a layover, origin, and/or destination for bus operations, which could increase travel times and affect schedule reliability. Ridership modeling and operations and maintenance analyses are required to evaluate the benefits and costs of potential modifications to Express Route 40. It is also important to note that Express Route 40 currently terminates at the DTC and does not directly serve Cabral Station. Extending the route would introduce additional travel time that could affect schedule reliability, operator work shifts, and overall route efficiency. Given that Express Route 44 already provides direct service to Cabral Station, any consideration of modifying Route 40 should be supported by a detailed feasibility analysis demonstrating ridership demand and evaluating impacts to travel time, frequency, and operational costs.

RTD Express Routes 44 and 47 were identified as the most viable opportunities to serve San Joaquin Street Station. Express Route 44 could potentially add a stop at San Joaquin Street Station as an endpoint before or after the DTC stop. Express Route 47 could potentially serve the station between Lincoln/Washington and Steamboat

Downtown Transit Center (DTC)

Landing on Commerce. However, both options would introduce significant route deviations. In addition, San Joaquin Street Station would require stop infrastructure improvements to accommodate express bus service. Further analysis, including route geometry, signal operations, turning movements relative to the timetable, ridership modeling, and operations and maintenance considerations, is needed to support any modifications to Express Routes 44 and 70. Beyond physical routing considerations, transfer reliability depends on how bus arrival times align with first and last rail departures. While this analysis explores opportunities for additional direct express service to rail stations, RTD's transit network is designed to function through timed connections at key hubs, particularly the DTC. This hub and spoke approach allows passengers to transfer between express and local routes, such as using Route 510 to access San Joaquin Street Station, supporting a balance between system coverage, operational efficiency, and service reliability. Although one seat bus connections to rail stations can improve convenience for some riders, route deviations must be carefully weighed against potential impacts to travel times, headways, and schedule reliability for the broader transit network. Accordingly, any proposed modifications to directly serve rail stations should be evaluated through ridership demand, operational feasibility, and cost analyses to ensure overall system performance and reliability are maintained.

Express Bus and Rail Service Coordination

As discussed above, Express Route 44 currently provides the primary express bus connection to Cabral Station and the DTC, and it is the only express service directly serving Cabral Station. The earliest Route 44 bus arrives at 5:51 AM and the first departing ACE train from Cabral Station leaves for San Jose at 4:10 AM. The last departing service at Cabral Station is on the Amtrak Thruway Bus at 8:45 PM terminating at Davis and the last arriving train on the ACE rail arrives at 7:47 PM from San Jose. Route 44 operates at approximately 20-minute intervals through 9:33 PM, allowing potential evening connections to ACE services.

The San Joaquin Street Station is only served by RTD local Routes 315 and 510. Route 315 provides three daily trips between the DTC, San Joaquin Street Station, and communities southwest of downtown, with the earliest bus arriving at 8:16 AM and the latest bus departing at 3:39 PM. Route 510 provides service approximately every 40 minutes to the DTC and south Stockton, with the earliest bus arriving at 5:32 AM and the last bus departing at 8:50 PM. The earliest Gold Runner intercity train departs San Joaquin Street Station at 9:23 AM and the last train arrives at 8:29 PM. Passengers accessing express bus services from San Joaquin Street Station would most likely rely on Route 510 to connect to the DTC.

Further analysis should evaluate existing gaps in access from express bus services for first-departing and last-arriving regional and Gold Runner intercity rail services at Cabral and San Joaquin Street stations and consider potential operational adjustments to better align transit connections.

Downtown Transit Center Configuration and Operations

The DTC contains 20 sheltered, off-street bus bays. On Weber Avenue, there is about 160 feet of curb space for shuttles and buses traveling westbound. Existing bus schedules and layover needs can be analyzed for compatibility and accommodation of a new potential circulator that can provide direct, high-frequency service between DTC, San Joaquin Street, and Cabral stations. Adding a potential stop for eastbound buses in the median on Weber Avenue by removing parking and reconfiguring travel and turning lanes may potentially provide an additional opportunity for direct, on-street transfers. This would require analysis on street geometry and traffic impacts.

Lessons from the East Channel Street Streetscape and Connectivity Project, once completed in 2026, could help inform a roadway redesign that prioritizes safety, walkability, and station access in front of the DTC. Additional studies should examine multimodal coordination, such as schedule synchronization with ACE and Gold Runner intercity rail services, opportunities for micromobility integration, and curbside management for shuttles and taxi or ride-hail services.

Land use and transit-oriented development potential must also be considered, as increasing density and active uses around stations is a regional goal, and changes to the street configuration or station access may influence redevelopment opportunities near the DTC.

Further analysis is needed on passenger amenities, including lighting, security presence, weather protection, and real time signage, as these factors are central to creating safe and welcoming on street transfer environments. Construction feasibility, agency coordination, and funding pathways must also be assessed, drawing on Stockton's experience leveraging programs such as Active Transportation Plan (ATP), Measure K, and Affordable Housing and Sustainable Communities (AHSC) to deliver multimodal improvements in the downtown core.

Passenger Rail

Located at the southern edge of the Study Area, the Stockton Diamond Grade Separation Project is expected to enhance passenger rail transit upon its completion in 2030. The project will grade separate the UPRR and BNSF rail lines, used by both Amtrak and ACE passenger rail services as well as freight, reducing travel times, enhancing safety, and supporting sustainable transportation options.

Consolidation of the Cabral and San Joaquin Street rail stations has been proposed to improve the passenger rail experience and strengthen connections between the Central Valley and the Bay Area. However, consolidating the stations would likely require substantial right-of-way acquisition to accommodate train operations and supporting infrastructure. Additional analysis is needed to evaluate right-of-way requirements, operational impacts to both the UPRR and BNSF rail lines, construction impacts to freight operations, and associated utility, environmental, and cost considerations.

As an alternative to station consolidation, relocation of the San Joaquin Street Station farther east has been considered to provide more direct connections to Sacramento and the Bay Area. This option may be feasible if the surrounding roadway network, particularly access to the north side of SR-4, can support existing and future bus circulation and capacity needs. Conditions become more constrained closer to the UP Stockton Yard due to at-grade crossings at Pilgrim Street and Airport Way, which would likely require closure or grade separation. Relocation of the station would necessitate detailed traffic, operational, right-of-way, utility, environmental, and cost analyses.

SJRRC is not pursuing consolidation of the Stockton rail stations or relocation of the San Joaquin Street Station at this time.

Mobility Hubs

In the San Joaquin Regional Mobility Hub Plan, SJCOG has identified the DTC, Cabral ACE Station, and San Joaquin Street Amtrak Station as potential mobility hub sites, with the Cabral Station being one of the top three candidates within the plan for initial implementation. The mobility hubs are planned to support a diverse array of transportation options such as electric carshare, bike and scooter share, and bus and rail transit access. These downtown hubs are envisioned to feature amenities such as EV charging, real-time transit information, micromobility services, and pedestrian-focused design improvements.

Transit and Rail Parking Demand and Management

Current transit, regional rail, and intercity rail parking conditions in Downtown Stockton reflect a mix of constrained curbside options and multiple public lots serving riders accessing ACE at Cabral Station, Amtrak at San Joaquin Street Station, and RTD at the DTC.

At Cabral Station, passengers rely on limited on-street parking along Channel Street, a handicapped lot adjacent to the platform, and three dedicated parking lots located on Weber Avenue, Main Street, and an overflow lot on Weber Avenue east of the railroad. These facilities operate under differing overnight parking allowances.

The San Joaquin Street Amtrak Station provides a small free park-and-ride lot supplemented by nearby on-street parking along San Joaquin Street. Existing parking appears adequate for typical demand but may become strained during high ridership periods or special events.

The expansion of parking should be done in coordination with ongoing and future transit-oriented development planning and downtown development efforts. Parking management and pricing strategies may be used to preserve parking capacity for transit users, including paid parking programs during peak periods and discounts for carpool vehicles.

The City's approach to parking must also reflect recent changes in State policy, including Assembly Bill 2097 (AB 2097), which eliminated minimum parking requirements for most new development projects located near major transit. Since AB 2097 applies to the entirety of Downtown Stockton and much of the developed City south of Hammer Lane to Dr. Martin Luther King Jr. Boulevard, the City's ability to require parking provision as part of new development has been significantly reduced. While this policy shift supports transit-oriented development and can reduce the cost of housing and infill projects, it may also limit the City's ability to require developers to contribute toward addressing potential parking constraints as new growth occurs.

As a result, proactive parking planning will be critical to balancing reduced parking minimums with overall system performance. Strategies such as parking pricing, shared parking, district-based parking management, and reinvestment of parking revenues can help manage demand, support transit use, and mitigate localized shortages. These approaches should be coordinated with broader mobility goals to reduce reliance on single-occupancy vehicle travel while maintaining access for residents, businesses, and visitors.

Strengthening RTD bus connections through timed transfers, improving bicycle and pedestrian access, and further developing mobility hubs at the DTC, Cabral Station, and San Joaquin Street Station could further shift travel behavior away from driving.

Employer-based transit pass programs, discounted transfers between rail and local transit, and improved wayfinding across the network may also reinforce mode shift.

Together, these strategies could limit the need for new parking infrastructure, preserve valuable downtown land for higher uses, and support Stockton's long-term multimodal vision.

Regional Transportation Initiatives

Within the Stockton region, several initiatives are expanding mobility options and supporting equitable community development.

Miocar, a 100% electric community carsharing service operating throughout the San Joaquin Valley, provides affordable hourly EV rentals that help address first/last-mile gaps and serve areas where fixed-route transit may be limited. A Miocar station located within the Study Area, near Crossways and Sonora Square Apartments, enhances access for residents of affordable housing managed by the Housing Authority of the County of San Joaquin.

The Vamos Mobility App is a mobile application that puts public transit in the palm of transit riders' hands. The app can be used to ride any transit system in the San Joaquin region and neighboring counties. The app can assist with trip planning and fare payment, helping transit riders get where they want to go. This platform simplifies multimodal travel and improves system usability, particularly for transit-dependent populations.

Transportation Barriers

Transportation infrastructure design can create significant barriers to mobility. These barriers can include physical barriers, such as major highways or rail lines that restrict movement, and/or perceptual and environmental barriers, where concerns about personal safety, comfort, or health can deter travel in certain areas or times of day. Some examples of environmental barriers may include exposure to high noise levels, proximity to fast-moving traffic, the presence of vacant or underutilized parcels, and a lack of well-maintained and attractive infrastructure, including sidewalks, street lighting, landscaping, and active storefronts.

An analysis of the Study Area has identified several such barriers that limit safe, comfortable, and convenient travel for all users but are particularly impactful for pedestrians, bicyclists, and transit users.

One of the most prominent barriers is SR-4. Although the freeway is elevated as it passes through the Study Area, the underpasses often lack adequate lighting, landscaping, or pedestrian amenities, creating dark, uninviting spaces that discourage pedestrian and bicycle modes. The freeway also introduces noise and visual blight, further deterring active transportation travel. These conditions disproportionately affect pedestrians and bicyclists, who are more vulnerable to environmental factors and rely on a cohesive network of safe and attractive routes.

SR-4 underpass on California Street

Additional barriers are posed by the UPRR and BNSF rail lines, which serve the Cabral ACE Station and San Joaquin Street Amtrak Station, respectively. These at-grade railways may present uncomfortable and uninviting conditions for pedestrians and bicyclists due to poor pavement quality, lack of designated crossing infrastructure, minimal wayfinding, and exposure to high noise levels and vibrations from passing trains. These crossings can also create delays for all modes of travel, especially during active train movements, further reducing the efficiency and appeal of multimodal trips in the area.

BNSF Tracks at San Joaquin Street Station

Truck routes within the Study Area—including designated flammable liquid routes and City truck routes—present potential barriers to active transportation due to higher traffic volumes, larger vehicle sizes, increased turning movements, and associated safety and comfort concerns for pedestrians and bicyclists. Key east–west routes include Oak Street, Miner Avenue, portions of Weber Avenue, Washington Street, SR-4, Lafayette Street, and Hazelton Avenue, while north–south routes include Center Street, El Dorado Street, Stanislaus Street, Grant Street, Aurora Street, Union Street, and a portion of Airport Way. As projects identified in this Plan advance, planning and design efforts should explicitly consider these truck routes to minimize conflicts, enhance safety, and improve the user experience where feasible. Where feasible, active transportation facilities should be routed to avoid truck corridors or designed with appropriate mitigation measures to reduce exposure and improve comfort; in parallel, adjustments to truck routes should be evaluated to better accommodate active transportation needs and minimize conflicts

Transportation Safety Analysis

A safety analysis was conducted to gain insight into various aspects of transportation safety within the Plan study area. This analysis identified the history of injury and property damage only collisions, crash severity, primary collision factors, locations with higher crash frequencies and injury severity, and other conditions related to safety.

Crash Severity

Figure 7 shows the percentage of crashes in the Study Area by crash severity.

A significant number of injuries have been reported within the Study Area, with a total of 815 injury crashes over a five-year period. About 5 percent of the total crashes resulted in a killed or severe injury (KSI).

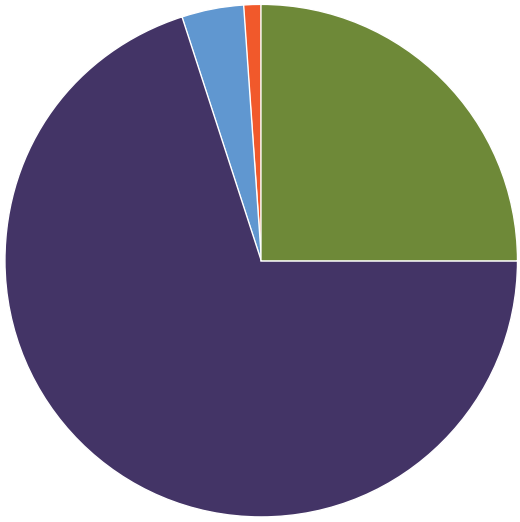
Crash Severity and User Type

Table 3 lists crashes categorized by both crash severity and road user type.

Of the 815 injury crashes reported within the Study Area, there were 9 fatal crashes and 31 severe injury crashes.

The results show that between 2018 and 2022, 86 crashes involved pedestrians and 52 crashes involved bicycles within the Study Area. Pedestrian and bicycle-involved crashes accounted for 55 percent of all KSI crashes, while comprising only 17 percent of total crashes. This disproportionate rate of KSI crashes by mode highlights bicyclists and pedestrians in the Study Area as vulnerable road users, who often incur the most severe injuries when involved in a crash.

Figure 7. Crashes by Severity Levels



Source: TIMS data from January 1, 2018, through December 31, 2022.

Table 4. Crashes by Severity and User Type

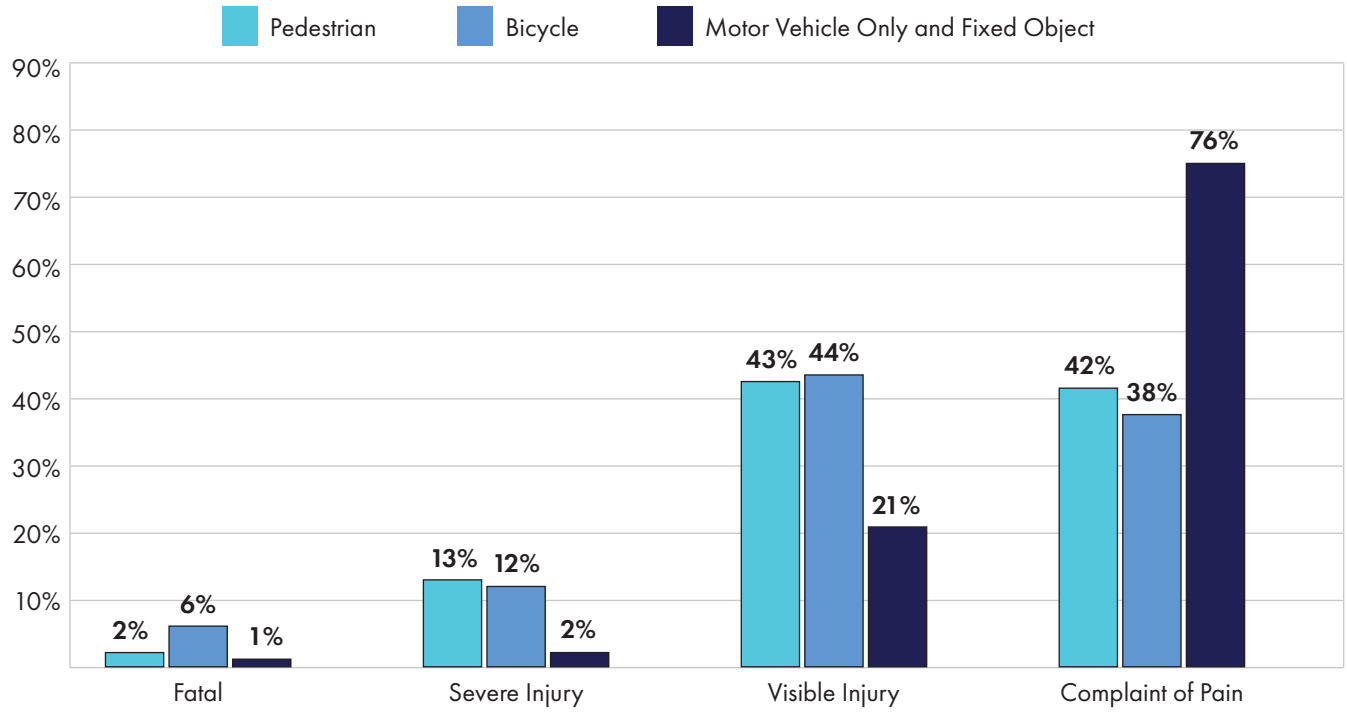
ROAD USER TYPE	CRASH SEVERITY				
	FATAL	SEVERE INJURY	VISIBLE INJURY	COMPLAINT OF PAIN	TOTAL
Pedestrian	2	11	37	36	86
Bicycle	3	6	23	20	52
Motor Vehicle Only and Fixed Object	4	14	142	517	677
Not Stated	0	0	1	3	4
Total	9	31	202	573	815

Source: TIMS data from January 1, 2018, through December 31, 2022.

Figure 8 shows the distribution of crash percentages based on user type and severity.

From the study period, bicycle-involved crashes had the highest rate of fatal crashes (6 percent of all bicycle-involved crashes) while bicycle-involved and pedestrian-involved crashes had the highest rates of severe injury crashes (13 and 12 percent, respectively).

Figure 8. Percentage of Crashes by User and Severity

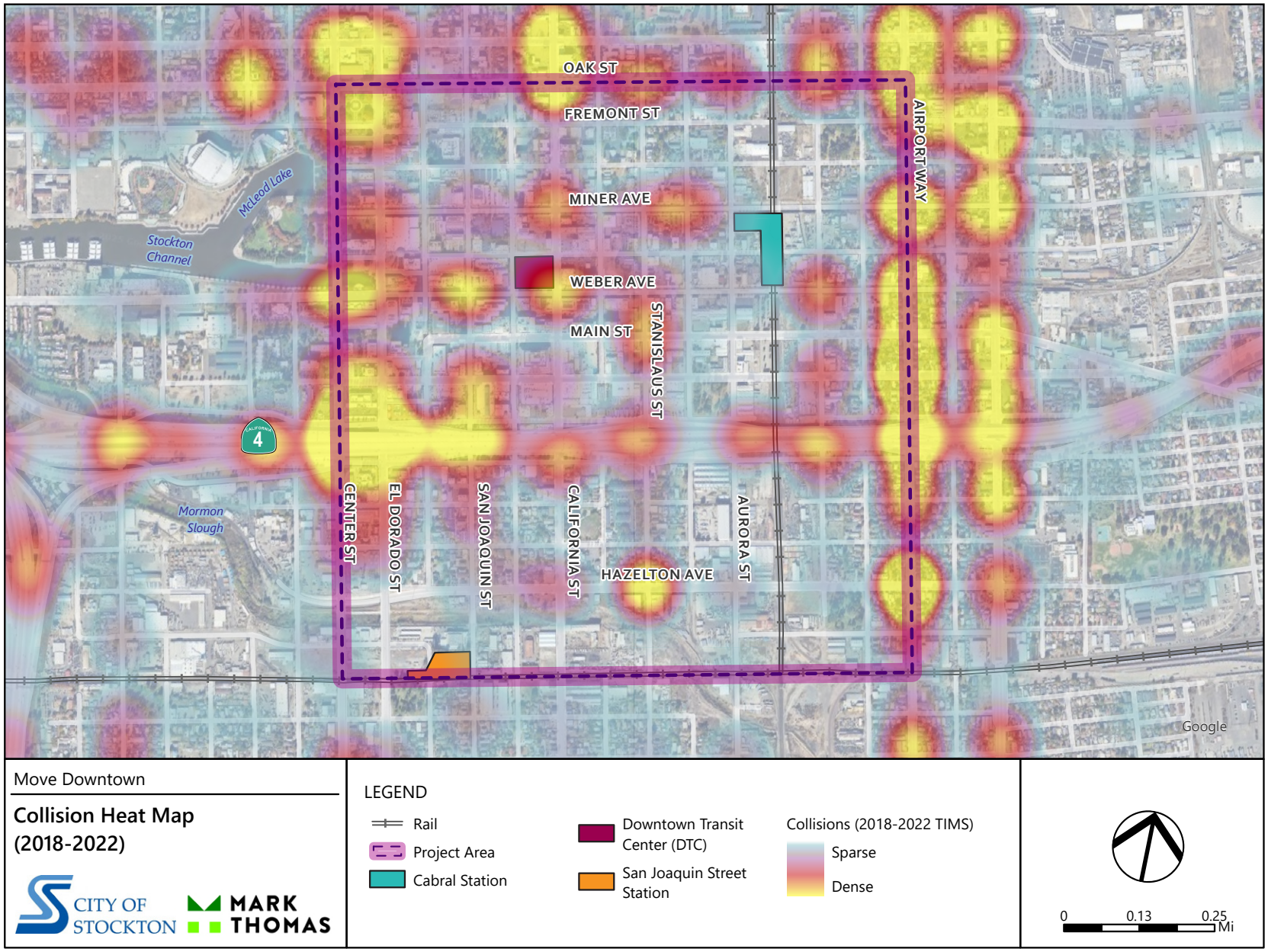


Source: TIMS data from January 1, 2018, through December 31, 2022.

Crash Location Trends

Figure 9 provides a visual representation of crash activity within the Study Area by using collision data sourced from the Statewide Integrated Traffic Records System (SWITRS) and the Transportation Injury Mapping System (TIMS). The heat map identifies geographic concentrations of traffic collisions between 2018 and 2022.

Figure 9. Collision Heat Map



The resulting heat map highlights several key corridors within Downtown Stockton that experience elevated crash densities. Notable high-density collision corridors include Airport Way, Center Street, Oak Street, Weber Avenue, and SR-4. These roadways serve as major thoroughfares through the Study Area, with higher traffic volumes and multimodal activity, which can contribute to increased exposure to crash risk. The intersection of Hazelton Avenue and Stanislaus Street is also identified as a high-density crash location.

Table 4 ranks the Study Area intersections by the highest injury crash frequencies within 50 feet of the intersection.

Table 5. Intersections Ranked by Crash Frequency

INTERSECTION	# OF COLLISIONS
Airport Way & Market Street	28
Airport Way & Hazelton Ave.	27
Airport Way & Weber Ave	21

Source: TIMS data from January 1, 2018, through December 31, 2022.

As shown in Table 4, the intersections with the highest number of injury crashes are located on Airport Way. The Highway Safety Improvement Program (HSIP) provided funding for safety improvements at Airport Way and Hazelton Avenue which were completed in 2024.

Airport Way was most often identified as the primary roadway in a crash, with 381 crashes occurring on Airport Way, accounting for 38 percent of all crashes in the Study Area. El Dorado Street and Center Street were also identified often as primary roadways, accounting for 12 percent and 10 percent of all crashes in the Study Area. Secondary roadways showed less variation in crash frequency compared to primary roadways. Market Street, Washington Street, Weber Avenue, and Miner Avenue experienced the highest number of crashes.

Transportation Network Summary of Findings

The transportation network review identifies significant mobility and safety challenges within the Study Area that affect access, connectivity, and comfort for all users, particularly pedestrians and bicyclists. While Downtown Stockton is served by regional transit assets and major corridors, gaps in the bicycle and transit networks, combined with physical barriers such as SR-4 and rail infrastructure, limit multimodal connectivity, especially south of SR-4 and in areas planned for higher-density development. Safety analysis further highlights that vulnerable road users are disproportionately impacted by severe and fatal crashes, underscoring the need for targeted safety improvements.

Key Challenges – Mobility:

- East-west bicycle connectivity is limited south of SR-4, with only partial planned facilities along Hazelton Avenue.
- No existing bikeways provide direct access to the San Joaquin Street Amtrak Station.
- Transit coverage is sparse south of SR-4, particularly for east-west routes.
- Existing bikeway and transit networks do not adequately support High- and Medium-density residential zoning districts in the eastern and southern portions of the Study Area.
- Major transportation facilities, including SR-4 and the UPRR and BNSF rail corridors, create significant barriers to pedestrian and bicycle movement.

Key Challenges – Safety:

- Pedestrians and bicyclists are overrepresented in killed and severely injured (KSI) crashes; bicycle-involved crashes are more than six times as likely to be fatal compared to motor-vehicle-only crashes, and both pedestrian- and bicycle-involved crashes are six times more likely to result in severe injury.
- Broadside, rear-end, and vehicle-pedestrian collisions are the most frequent crash types, with broadside and vehicle-pedestrian crashes accounting for the highest number of fatal and severe injuries.
- Primary collision factors most frequently involve violations related to traffic signs and signals, vehicle right-of-way, and unsafe speeds.
- KSI crashes are concentrated south of SR-4, indicating a need for focused safety enhancements in this area.
- El Dorado Street is the most frequently reported roadway for pedestrian- and bicycle-injury crashes.
- Airport Way contains the top three high-crash intersections in the Study Area and is a key corridor for multimodal safety improvements.
- Center Street and El Dorado Street also present safety challenges for all modes due to high crash frequencies.

The full transportation analysis can be found in Appendix E: Transportation Network Review.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

A multi phased engagement approach ensured that the Plan's policy, programmatic, and infrastructure recommendations reflect community identified needs and priorities. The engagement strategy focused on engaging the community, gathering diverse input, and incorporating feedback into the development of multimodal and land use strategies and the recommended alternative.

Engagement included a mix of in person and virtual activities, with input collected through surveys, workshops, and interactive outreach. These efforts provided insight into local challenges, opportunities, and preferences related to mobility and community development. A complete summary of engagement activities and findings is provided in Appendix F.

Public Engagement Overview

Public engagement was designed to reach a broad and diverse range of residents, workers, visitors, and stakeholders. Engagement included 20 community events (13 in-person and 7 virtual), ranging from informal pop up outreach at community gatherings to more structured meetings, such as Stakeholder Working Group (SWG) sessions held at transit hubs. This flexible approach reduced participation barriers and expanded access to engagement opportunities.

Across all project phases, more than 1,200 community members participated, reflecting a strong interest in downtown mobility and land use. Engagement included three public surveys, administered both in person and online, that generated over 400 responses. Survey results highlighted the multimodal nature of downtown travel, with 27 percent of respondents reporting walking and more than 15 percent reporting transit use, reinforcing the importance of pedestrian and transit supportive strategies. A SWG comprised of 24 organizations also provided sustained input throughout the planning process, ensuring the Plan reflects lived experience, technical expertise, and the needs of people who walk, bike, use transit, and live or work downtown.

ENGAGEMENT HIGHLIGHTS

20
COMMUNITY EVENTS

27%
PEDESTRIANS

1,200
PARTICIPANTS

15%
TRANSIT USERS

400+
RESPONSES

24
ORGANIZATIONS

Families complete Phase II survey during the Family Day at the Park

Three-Phase Engagement Structure

Community engagement followed a three phase process from Spring 2025 through Winter 2026. It was designed to inform technical analysis, translate community priorities into strategies, and confirm alignment between recommendations and community needs. Engagement activities were sequenced to align with key planning milestones, combining public outreach with ongoing SWG coordination throughout the project.

Phase I: Existing Conditions (Spring 2025)

Phase I focused on understanding existing walking, bicycling, transit, and land use conditions. Engagement included Survey #1, a guided site walk to identify on the ground issues, and Public Workshop #1. Additional outreach at community events and focus meetings helped validate technical findings and align community input with crash data, transit operations, land use patterns, and displacement risk indicators.

Phase II: Opportunities and Improvement Strategies (Summer 2025)

Phase II translated community identified issues into opportunity areas and potential strategies. Engagement included Survey #2 and Public Workshop #2, where participants evaluated concepts and trade offs related to multimodal mobility, public spaces, and development. Continued outreach and SWG Meeting #3 helped refine and narrow draft alternatives.

Phase III: Draft Alternatives, Policies, and Strategies (Fall 2025 to Winter 2026)

Phase III focused on reviewing and refining draft alternatives and strategies. Engagement included Survey #3, Public Workshop #3, targeted presentations, and continued community outreach. SWG Meetings #4 and #5 supported the final review and discussion of implementation considerations.

Together, the three engagement phases created an iterative and inclusive process that integrated community experience with technical analysis, ensuring the Plan reflects shared priorities and sustained stakeholder collaboration.

Stakeholder Working Group

The SWG was established to provide multidisciplinary guidance and local expertise throughout the development of the Move Downtown Plan. The SWG brought together representatives from agencies, organizations, and community groups with direct knowledge of Downtown Stockton's transportation, land use, economic conditions, and community needs to inform plan development from existing conditions through implementation planning.

The SWG met five times during the project, with meetings aligned to major engagement phases and deliverables. This structure ensured stakeholder input directly informed the existing conditions analysis, identification of multimodal and land use opportunities, refinement of alternatives, and development of implementation strategies.

Stakeholder Working Group meeting #1

Composition and Role

Core responsibilities of the SWG included:

- Providing ongoing guidance to shape and refine the Plan and its alternatives.
- Supporting public outreach and promoting engagement opportunities.
- Validating existing conditions and technical analysis with local knowledge and lived experience.
- Identifying key challenges and opportunities related to multimodal travel, public spaces, and land use within the study area.
- Recommending coordinated infrastructure and programmatic strategies to improve safety, access, economic vitality, and community outcomes.
- Informing development of the implementation framework, including potential funding strategies, partnerships, and investment priorities.

A total of twenty-four (24) organizations participated in the SWG, representing government agencies, economic development organizations, health and social service providers, community development organizations, and community based groups. Organizations include:

- San Joaquin Regional Rail Commission
- San Joaquin Council of Governments
- San Joaquin Regional Transit District
- Caltrans District 10
- San Joaquin Partnership
- Downtown Stockton Alliance
- San Joaquin Community Foundation
- Downtown Stockton Comeback Club
- Central Valley Asian Chamber of Commerce
- African American Chamber of Commerce of San Joaquin County
- San Joaquin County Public Health
- Visit Stockton
- Reinvent South Stockton Coalition
- Stockton Unified School District
- Housing Authority of the County of San Joaquin
- San Joaquin County Board of Supervisors
- San Joaquin County Office of Education
- Visionary Home Builders
- El Concilio
- Trust for Public Land
- Community Medical Centers
- Cal State East Bay
- City of Stockton Public Works
- City of Stockton Fire
- HATCH Workshop

By integrating multidisciplinary expertise with community based perspectives, the SWG helped ensure that the Plan is technically sound, locally informed, and responsive to the needs and aspirations of Downtown Stockton's residents, workers, and visitors.

Key Themes and Priorities Identified

The SWG identified recurring themes and priorities that evolved from an initial focus on existing conditions and constraints to refinement of project alternatives and implementation considerations. Stakeholders consistently emphasized the need to address persistent pedestrian and bicyclist safety issues caused by aging infrastructure, limited green space, and inadequate ADA accessibility along priority corridors such as El Dorado Street, Weber Avenue, Center Street, and San Joaquin Street, particularly near the Downtown Transit Center and Cabral Station. Discussions also highlighted significant connectivity gaps to major transit hubs, unsafe pedestrian crossings under SR-4 and adjacent rail corridors, and the importance of improving first and last mile access through sidewalk repairs and transit strategies serving downtown neighborhoods and employment centers.

Participants further stressed the importance of aligning Plan recommendations with ongoing investments, including Channel Street restructuring, Weber Avenue street space repurposing, and the Visionary Home Builders affordable housing development near Miner Avenue and San Joaquin Street, to accelerate implementation and reinforce corridor level improvements. Stakeholders identified underutilized parcels near transit as opportunities for transit oriented and mixed use development, supported advancing multimodal improvements along key corridors with an expanded pedestrian and bicycle focused role for San Joaquin Street, emphasized affordable housing priorities within Little Manila and East Cabral, and called for a clear, well funded implementation framework to implement transformative improvements.

Public Engagement Activities

Community engagement used a mix of in person events, targeted outreach, surveys, and stakeholder meetings to reach residents, workers, businesses, and community partners in Downtown Stockton. Engagement occurred throughout 2025 and early 2026, providing input at key stages of the planning process and ensuring community perspectives informed the Plan's strategies and recommendations.

Site Walk

A guided site walk held on March 12, 2025, allowed project team members and stakeholders to observe existing conditions within the project area. The walk highlighted pedestrian, bicycle, and transit conditions, land use patterns, safety concerns, and first and last mile access challenges, helping shape subsequent engagement activities and identify priority issues for further exploration. A more detailed discussion of the site walk is provided as Appendix G.

Canvassing and Community Events

The project team conducted extensive canvassing and tabling outreach at community events to engage residents and visitors in familiar, accessible settings. These events provided opportunities to share project information, distribute surveys, and collect informal feedback from participants who may not typically attend traditional public meetings.

Canvassing activities included:

- Metro Market – Friday, April 4, 2025
- Earth Day Event – Sunday, April 27, 2025
- National Night Out – Tuesday, August 5, 2025
- Golden Villa Farmers Market – Saturday, August 23, 2025
- Family Day at the Park – Saturday, September 20, 2025
- El Concilio Food Distribution – Friday, January 9, 2026
- Employee Service Awards – Friday, January 16, 2026
- Courthouse Plaza – Wednesday, January 21, 2026

These events supported inclusive outreach by engaging families, older adults, employees, and residents accessing community services.

Site Walk participants gather along Weber Avenue for a discussion

Surveys

Three rounds of public surveys were conducted to gather input at key milestones in the planning process. Surveys were available online and in paper format to maximize accessibility.

- Survey #1: Friday, March 7 through Wednesday, April 30, 2025
- Survey #2: Wednesday, July 30 through Monday, September 22, 2025
- Survey #3: Friday, December 5 through Friday, January 23, 2026

Survey topics included travel behavior, safety concerns, transit experience, pedestrian and bicycle conditions, land use preferences, and potential improvement strategies. The survey results informed the refinement of alternatives and subsequent engagement activities.

Community Workshops and Presentations

Community workshops and presentations were held to share project information, present concepts, and gather detailed feedback through interactive formats.

- Workshop #1 – Thursday, March 20, 2025, held at Cabral Station
- Workshop #2 – Thursday, July 31, 2025, held at DTC
- Grand View Village Presentation – Wednesday, December 10, 2025, held at Grand View Village Housing Complex
- Workshop #3 – Wednesday, December 10, 2025, held at RTD meeting room

Workshops used open house formats, visual displays, and facilitated discussions. Targeted outreach at Grand View Village supported engagement with residents within the project area.

Focus Meetings

To supplement broader public outreach, the project team conducted focus meetings with key stakeholder groups to gather specialized perspectives and technical insight.

- Community Based Organizations – Wednesday, May 14, 2025
- Public Agencies – Wednesday, June 4, 2025

These meetings supported coordination with service providers and agencies and helped ensure recommendations reflect community needs and implementation considerations.

Transit Customer Experience

The project team coordinated closely with RTD at the DTC and SJRRC at the Cabral Station to gather targeted input from transit riders, ensuring that recommended transit strategies reflect lived customer experience. This focused outreach complemented broader engagement efforts and helped ground transit recommendations in operational and customer facing realities.

Feedback consistently emphasized that while transit is essential to downtown mobility, used by more than 15 percent of respondents for daily needs, its effectiveness depends heavily on surrounding pedestrian conditions, personal safety, station amenities, and first and last mile access. Riders noted that challenges related to reliability, station conditions, and safe access routes reduce transit's overall usability, particularly outside peak periods or for trips requiring transfers.

Rider Priorities and Concerns

Transit riders identified comfort, clarity, and safety as central to a positive experience. The most frequently cited needs included improved stop and station amenities such as shade, seating, lighting, and cleanliness, as well as clear travel information, including maps, schedules, and wayfinding. Personal safety concerns, especially related to lighting, inactive street edges, and underutilized areas near stations, were widely cited and echoed by non riders, reinforcing safety as a foundational issue for increasing transit use.

Service Quality and Access Issues

Transit riders highlighted service frequency, reliability, and connectivity as key factors shaping transit use. Infrequent service, limited route coverage, and weak connections between major transit hubs were identified as barriers. First and last mile access was consistently cited as a significant challenge, with cracked or missing sidewalks, limited ADA access, poor lighting, and unsafe crossings discouraging transit use, particularly for older adults, families, and people with mobility impairment.

Implications for Transit-Oriented Strategies

The engagement results suggest that improving transit in Downtown Stockton requires an integrated approach that pairs service enhancements with place based investments around stations and corridors. Transit oriented strategies should prioritize improvements to station environments, such as amenities, lighting, cleanliness, and wayfinding, while simultaneously addressing pedestrian safety, ADA accessibility, and comfort along key approach routes.

Survey feedback also indicates strong support for mobility hubs that better connect transit with walking, bicycling, and emerging mobility services, helping to address first and last mile challenges. Coordinating transit investments with land use strategies, including mixed use development, activation of vacant parcels, and increased residential density near transit, was viewed as essential to creating more vibrant, safer, and transit supportive environments.

Engagement Themes

Mobility and Land Use Priorities

Community feedback revealed strong alignment around the need to better integrate mobility improvements with land use strategies that support a more active, connected, and economically vibrant downtown. Across all outreach activities, participants consistently emphasized the importance of focusing investments along key corridors while advancing land use changes that activate streets and underutilized sites.

The strongest consensus among respondents was the prioritization of improvements along El Dorado Street, Weber Avenue, and Center Street, which consistently ranked highest for multimodal safety, bicycle infrastructure, and transit enhancements. These corridors were widely viewed as critical spines for improving downtown connectivity and supporting safer, more comfortable travel across modes.

A transit user shares feedback with the Project Team

A Project Team member collects feedback from a transit user and local resident

Community input also highlighted broad support for land use strategies that reinforce downtown revitalization. **The most widely supported approaches included promoting infill development on vacant or underutilized sites (40%) and activating streets and the ground floors of buildings (27%), reflecting a clear community preference for increasing activity, visibility, and economic energy downtown.** Notably, twenty-seven percent (27%) of respondents identified street and ground floor activation as a near term priority, underscoring interest in early actions that can quickly improve the downtown experience.

Participants expressed strong support for integrating shared mobility and first/last mile solutions into the downtown transportation network. **Eighty five percent (85%) of community feedback supported incorporating mobility hub features, such as carshare, bikeshare, and/or scooter share, at all three major transit locations: the Downtown Transit Center, Cabral Station, and the San Joaquin Street Amtrak Station.** These hubs were viewed as essential tools for improving access, reducing reliance on private vehicles, and strengthening connections between transit and surrounding destinations. **In addition, respondents showed support for rethinking how downtown street space is used, with seventy-one percent (71%) supporting repurposing Weber Avenue and sixty-six percent (66%) supporting repurposing Hazelton Avenue.**

These responses reflect a willingness to consider changes to roadway design and function to better balance mobility, safety, and placemaking objectives.

Mobility and Land Use Concerns

Alongside identified priorities, engagement surfaced consistent mobility and land use concerns that shape how improvements should be designed and implemented. Participants emphasized repairing and maintaining pedestrian infrastructure, such as sidewalks, crossings, and amenities like shade, benches, and lighting, noting that comfort and safety are foundational to encouraging walking downtown.

There was also strong support for protected bicycle infrastructure, including protected bike lanes, secure parking, and safer intersection crossings, reflecting a desire to reduce conflicts with vehicles and make bicycling viable for a broader range of users. Transit related concerns focused on service reliability, frequency, and connectivity, supported by improved stop amenities, real time information, and safer access routes. Participants stressed that transit improvements should be paired with supportive land uses to maximize effectiveness.

TOP PRIORITIES
AS VOTED BY THE COMMUNITY

- **PROMOTING INFILL DEVELOPMENT**
- **ADDING MOBILITY HUB FEATURES**
- **ACTIVATING STREETS AND BUILDINGS**
- **REPURPOSING WEBER AVENUE AND HAZELTON AVENUE**

Beyond transportation, respondents highlighted safety, cleanliness, and affordability as essential to supporting small businesses and attracting investment. Participants also expressed a clear preference for activating vacant lots, reusing underutilized buildings, expanding housing, and adding community serving amenities, reflecting a desire for a lively, mixed use downtown that supports daily activity and long term stability.

Equity Considerations

Survey results indicate that transit plays a significant role in Downtown Stockton, with 15 percent of respondents relying on transit as their primary mode, three times the statewide average (5 percent of Californians, according to the U.S. Census Bureau's American Community Survey). This underscores the importance of prioritizing improvements that serve transit dependent populations, including lower income households, older adults, people with disabilities, and those with limited access to private vehicles, consistent with the Plan's Social Equity goal and Equity and Displacement Analysis.

Equity concerns centered on safety, accessibility, and first and last mile conditions. Participants frequently cited damaged sidewalks, inadequate ADA curb ramps, poor lighting, and unsafe crossings near transit stops as barriers that disproportionately affect vulnerable users. Perceived and actual safety issues around stations, particularly in poorly lit or inactive areas, were also identified as limiting who feels comfortable using transit and when.

These findings highlight the need for transit oriented strategies that integrate service improvements with place based investments focused on pedestrian safety, ADA accessibility, and comfort along key access routes. Prioritizing improvements in areas with the greatest safety and access challenges is essential to achieving equitable, inclusive outcomes.

ALTERNATIVES ANALYSIS

Three alternatives were developed in support of the Plan to provide transportation and land use strategies of varying intensity. The alternatives support decision-making by outlining the Plan recommendations from the most easily implementable to the most complex. Alternative 1 offers the lowest cost and most straightforward initial steps for the City, while Alternative 3 represents the most transformative option, delivering the greatest benefits but requiring the highest investment and extensive interagency coordination. Although not formal phases, the alternatives are designed to build upon one another by incorporating elements from each preceding alternative. For example, improvements identified in Alternative 1 are assumed as part of Alternative 2 and Alternative 3. These alternatives can be found in Appendix H: Alternatives. The toolbox strategies that were developed in support of the alternatives can be found in Appendix I: Toolbox Strategies.

Alternative 1 – Foundation

Alternative 1 presents a foundational set of Project recommendations that address the most urgent needs through lower-cost and less constrained recommendations.

Alternative 1 Transportation Vision

The transportation recommendations identified for Alternative 1 focus on programmatic and low-cost capital improvements while addressing the most urgent transportation needs in the Project area through spot treatment improvements.

Safety improvements focused on the top six ranked intersections (shown in Figure 10) with the highest number of crashes, resulting in the following six intersections:

- Rank 1. Airport Way & Market St (32 Collisions)
- Rank 2. Airport Way & Hazelton Avenue (28 Collisions)
- Rank 3. Center Street & Washington Street (21 Collisions)
- Rank 3. Weber Avenue & Airport Way (21 Collisions)
- Rank 5. California Street and Oak Street (19 Collisions)
- Rank 5. Airport Way and Miner Avenue (19 Collisions)

Bob Hope Theatre on Main Street

Active transportation recommendations in Alternative 1 aim to address safety concerns at high-crash-volume intersections as well as intersections with histories of severe and fatal crashes involving bicyclists and/or pedestrians. As shown in Figure 11, Bicycle and Pedestrian Priority Corridors are identified along Center Street, El Dorado Street, Weber Avenue, Airport Way, Hazelton Avenue, and Channel Street, with improvements on Channel Street currently underway. Recent City efforts include the construction of active transportation improvements on Center Street, El Dorado Street, and Hazelton Avenue, further supporting their designation as pedestrian and bicycle priority corridors. Over the course of the Project, these corridors were found to present the safety and/or mobility challenges for active transportation users. Additionally, improvements along the bicycle and pedestrian priority corridors will enhance the South Stockton Citywide Backbone Network that was recommended in the City's 2017 Active Transportation Plan.

Public transit recommendations in Alternative 1 (shown in Figure 12) are focused on enhancing bus stops with benches, shading, signage, and other improvements as well as enhancing access to transit centers and stations, including the DTC, Cabral Station, and San Joaquin Street Station.

Figure 10. Alternative 1 Priority Safety Intersections

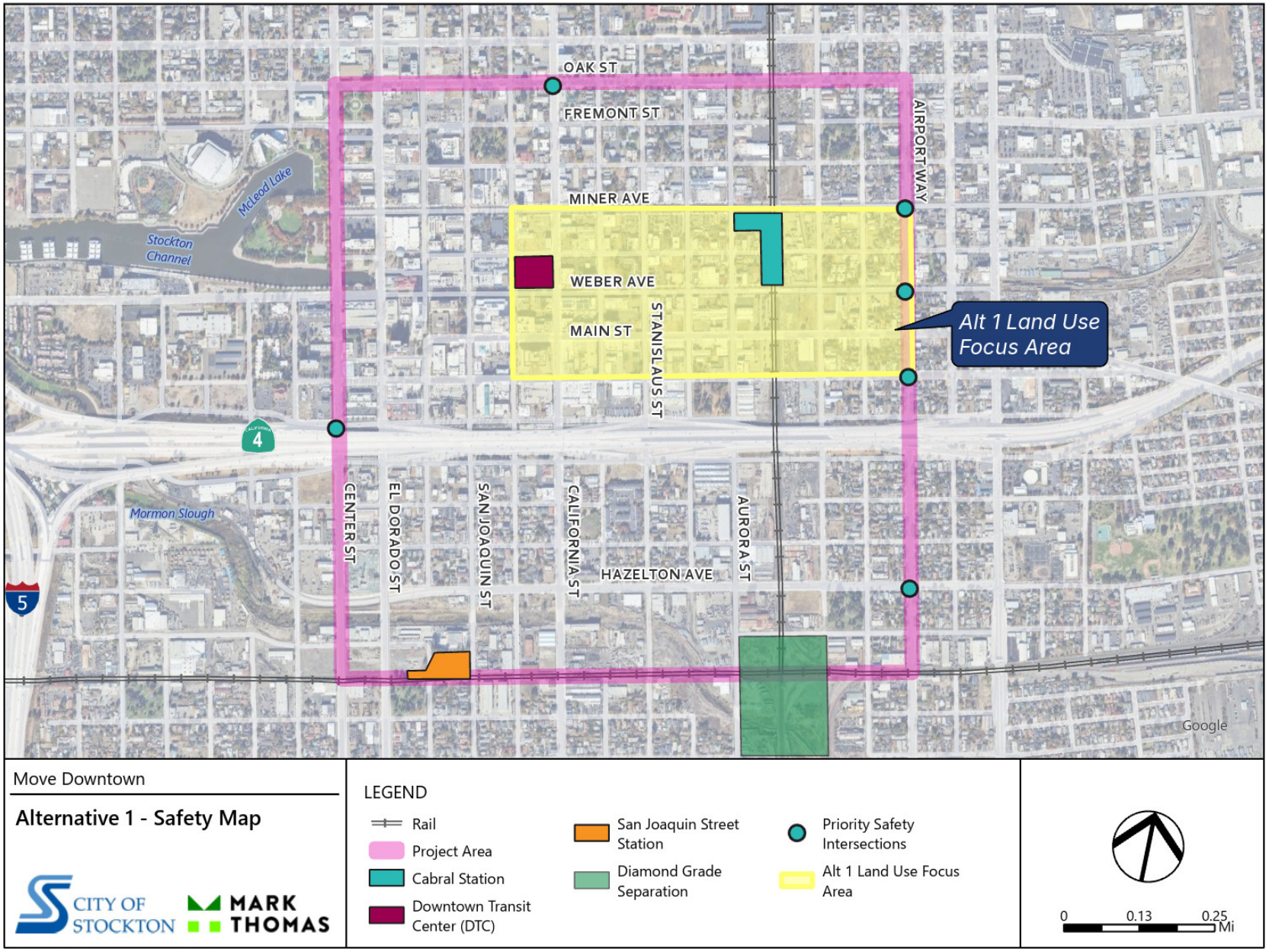


Figure 11. Alternative 1 Bicycle and Pedestrian Priority Corridors

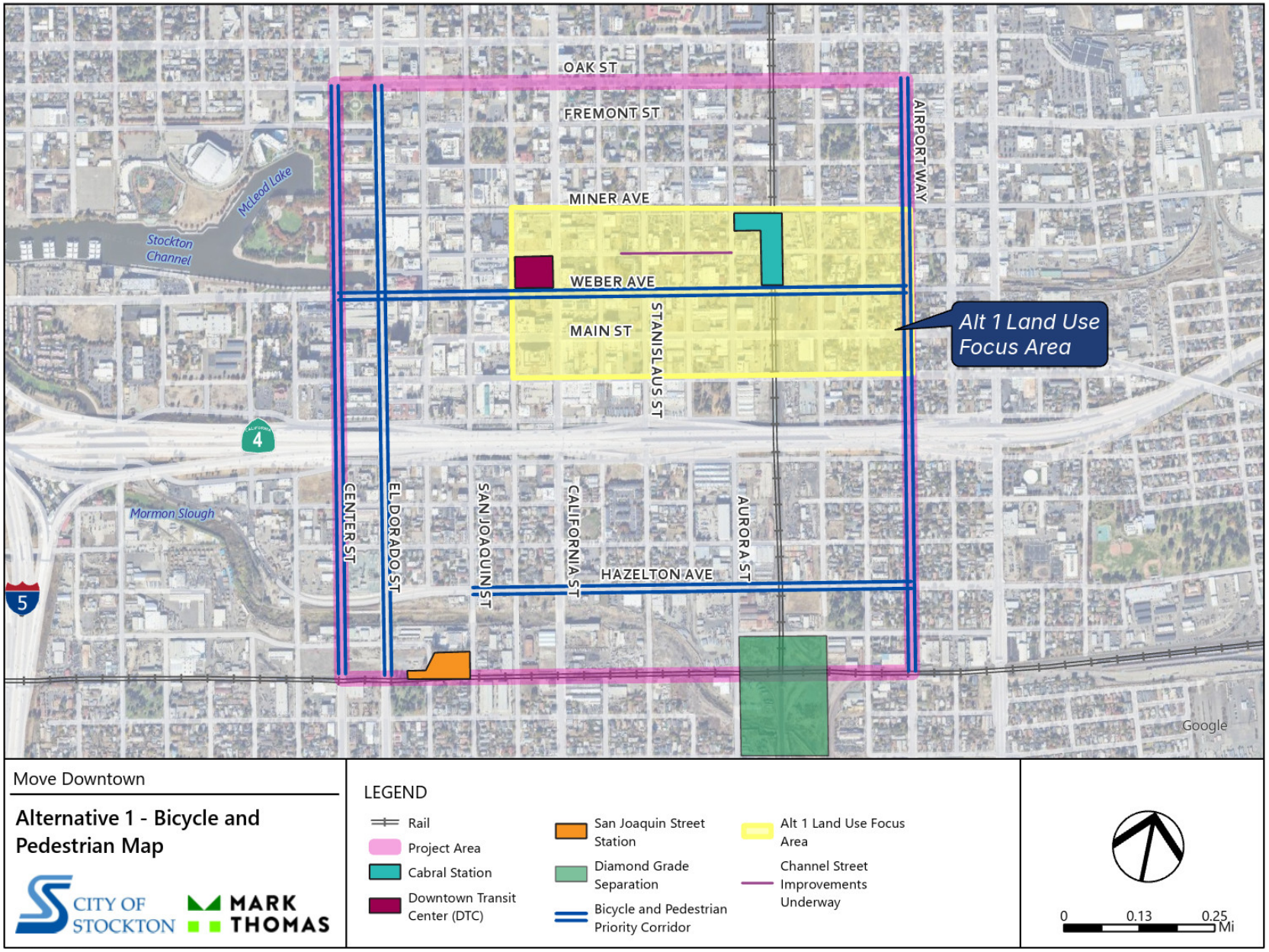
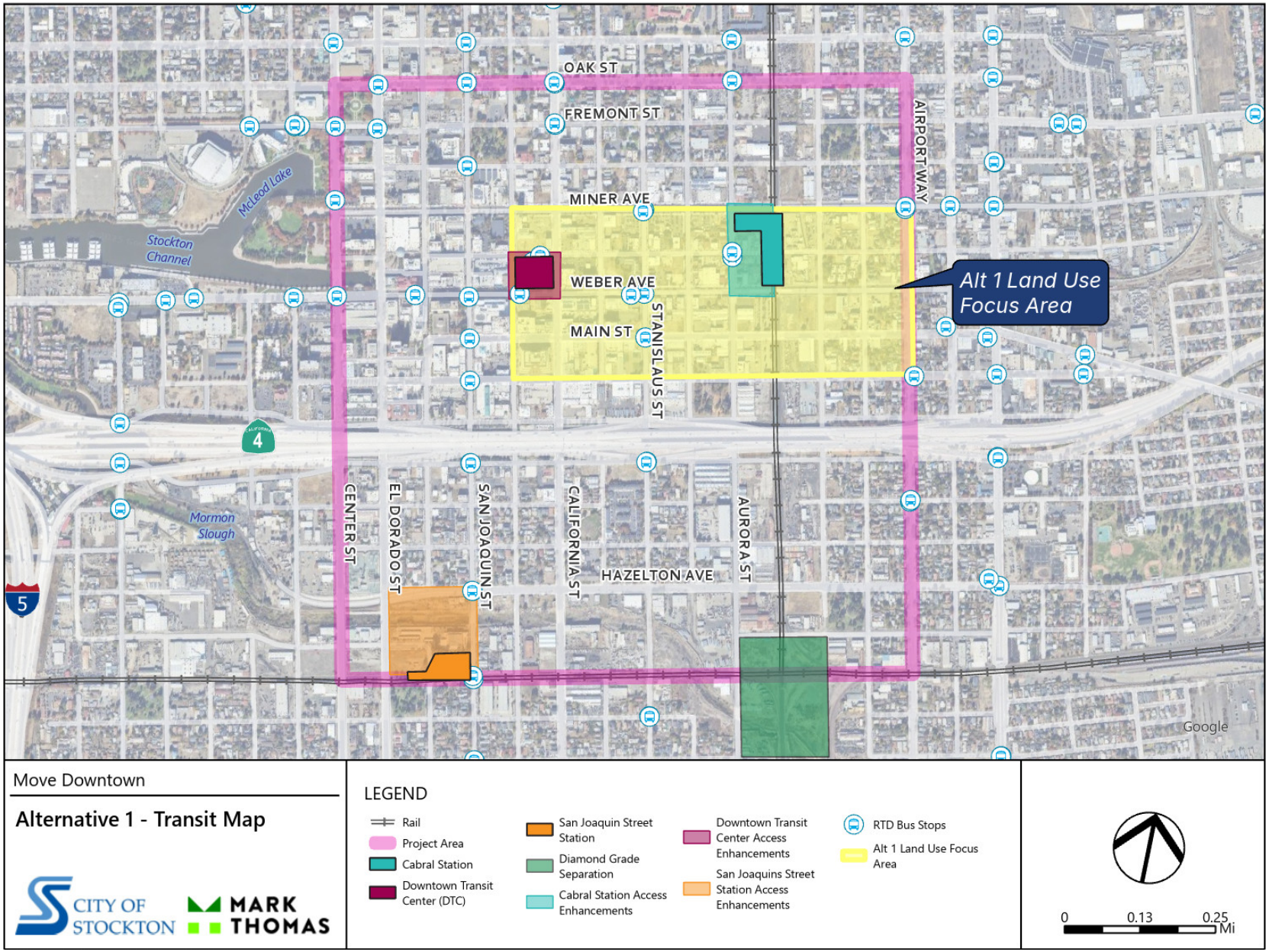


Figure 12. Alternative 1 Transit Improvement Areas



Alternative 1 Land Use Vision

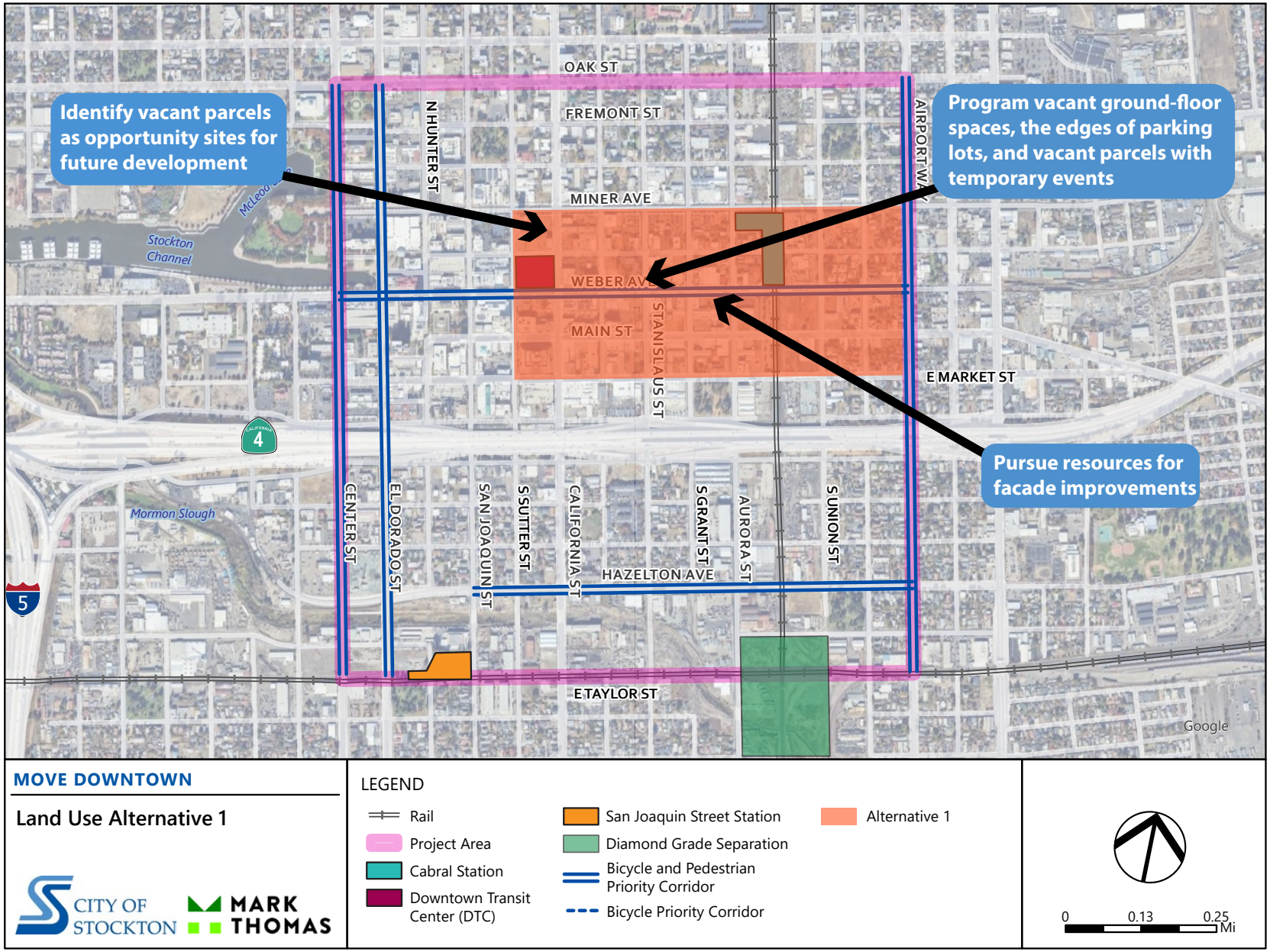
Alternative 1 focuses on improving connectivity between the Downtown Transit Center and Cabral Station through near- and mid-term activation strategies and early planning activities that can be implemented primarily by the City in partnership with community organizations. The focus area, shown in Figure 13, is bounded by Miner Avenue, Market Street, Sutter Street, and Airport Way. Near-term efforts emphasize low-cost, flexible street and storefront activation, such as temporary events, pop-ups, and markets, supported by an inventory of vacant and underutilized properties to guide programming without requiring changes to existing street designs or land use regulations. Concentrating near-term activities in the center of this focus area along Weber Avenue (shown in the dashed line in Figure 13) can help create a focal point and destination.

Mid-term and early planning activities build the foundation for long-term development by enhancing commercial corridors, improving storefront conditions, and updating land use and zoning frameworks to support active, pedestrian-oriented ground-floor uses. Strategies include façade and building improvements, incentives such as "white boxing" for vacant commercial spaces, streamlined permitting for temporary uses and events, and identification of opportunity sites for infill and densification. Additional actions focus on attracting community-serving uses, improving infrastructure including broadband, supporting healthy food access through healthy food vendors and community gardens, and securing funding for site cleanup and environmental remediation to improve downtown livability and readiness for future investment.

High-visibility crosswalk in Downtown Stockton on Weber Avenue

Modesto food truck court activating an underutilized parking lot

Figure 13. Alternative 1 Land Use Focus Area



Alternative 2 – Focused Plan

Alternative 2 presents a set of aspirational but attainable recommendations for the Plan area.

Alternative 2 Transportation Vision

The transportation strategies in Alternative 2 focus more on capital improvements than Alternative 1 and focuses on corridor-wide strategies that focus on enhancing safety and improved mobility for all travelers in the Plan area.

In Alternative 2, safety recommendations look at corridor-wide enhancements along roadways with the highest number of collisions. The Safety Priority Corridors, shown in Figure 14, include Center Street, El Dorado Street, California Street, Weber Avenue, and Airport Way, and largely overlap with the intersections identified in the safety recommendations for Alternative 1.

Active transportation recommendations are expanded to include additional bicycle and pedestrian priority corridors as well as bicycle-focused improvement corridors, as shown in Figure 15. Sidewalk and bikeway enhancements along Lafayette Street will enhance mobility near SR-4 and access to the Golden Villa Farmer's Market. Bikeway improvements along Aurora Street will advance the planned bikeway network and enhance mobility for bicyclists traveling north and south in Downtown.

Transit Priority Corridors are identified in Alternative 2 on key roadways where the RTD currently has existing stops and operations, as shown in Figure 16. Transit improvements include real-time transit information, transit reliability strategies such as far-side bus stop relocations, transit stop curb management, last- and first- mile enhancements, and wayfinding signage improvements.

Bicycle parking at the Downtown Transit Center

Figure 14. Alternative 2 Safety Priority Corridors

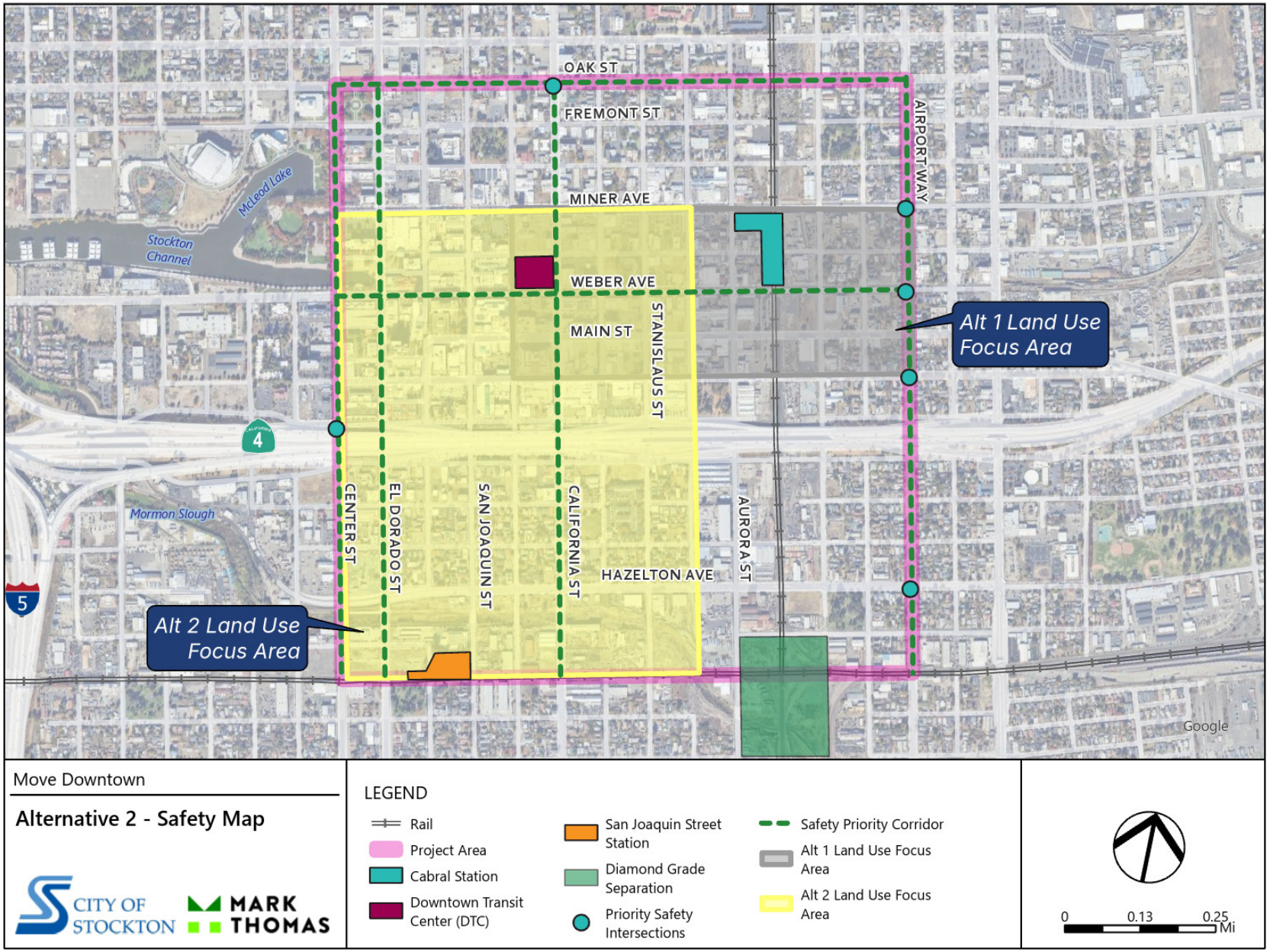


Figure 15. Alternative 2 Bicycle and Pedestrian Priority Corridors

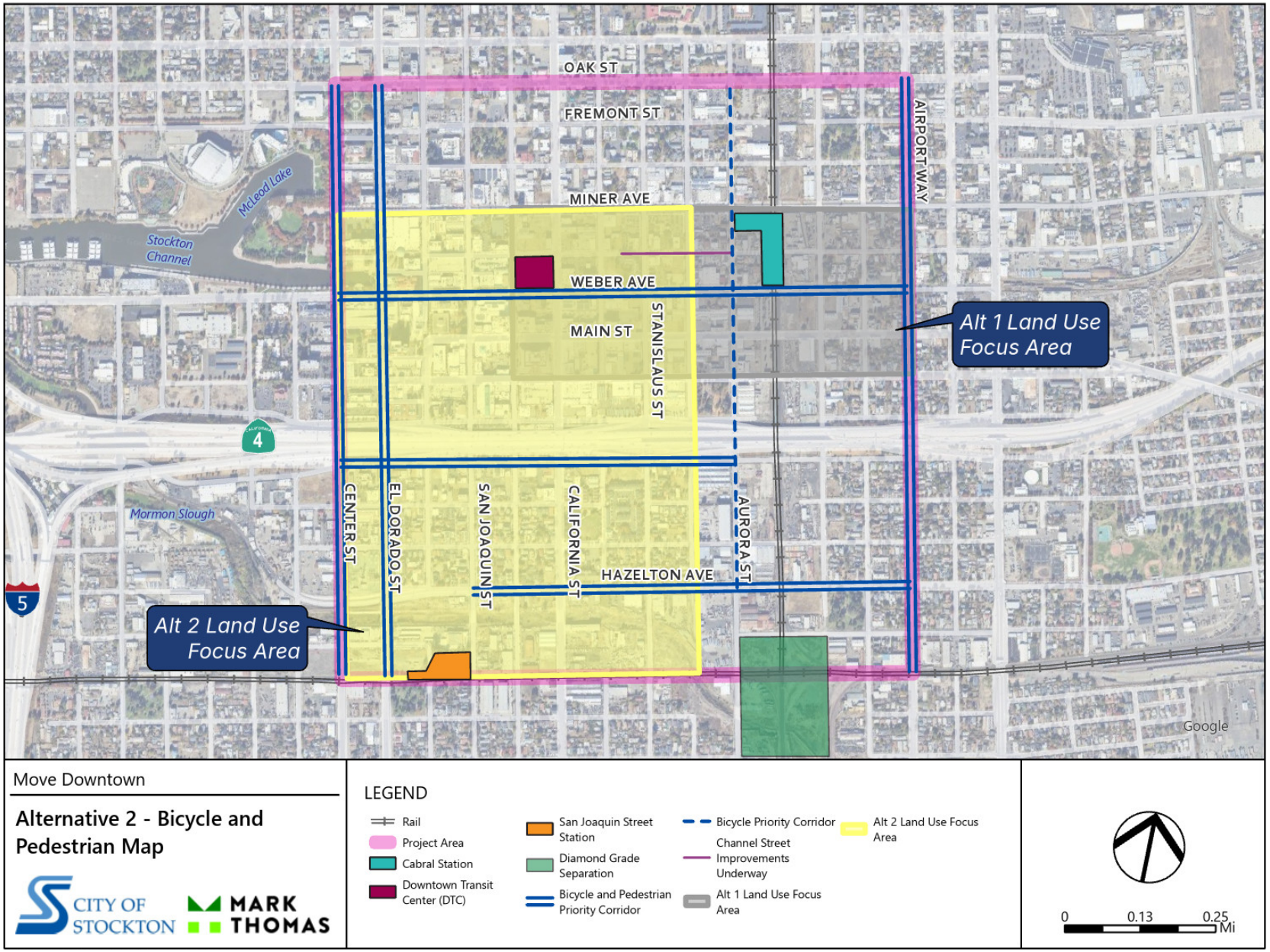
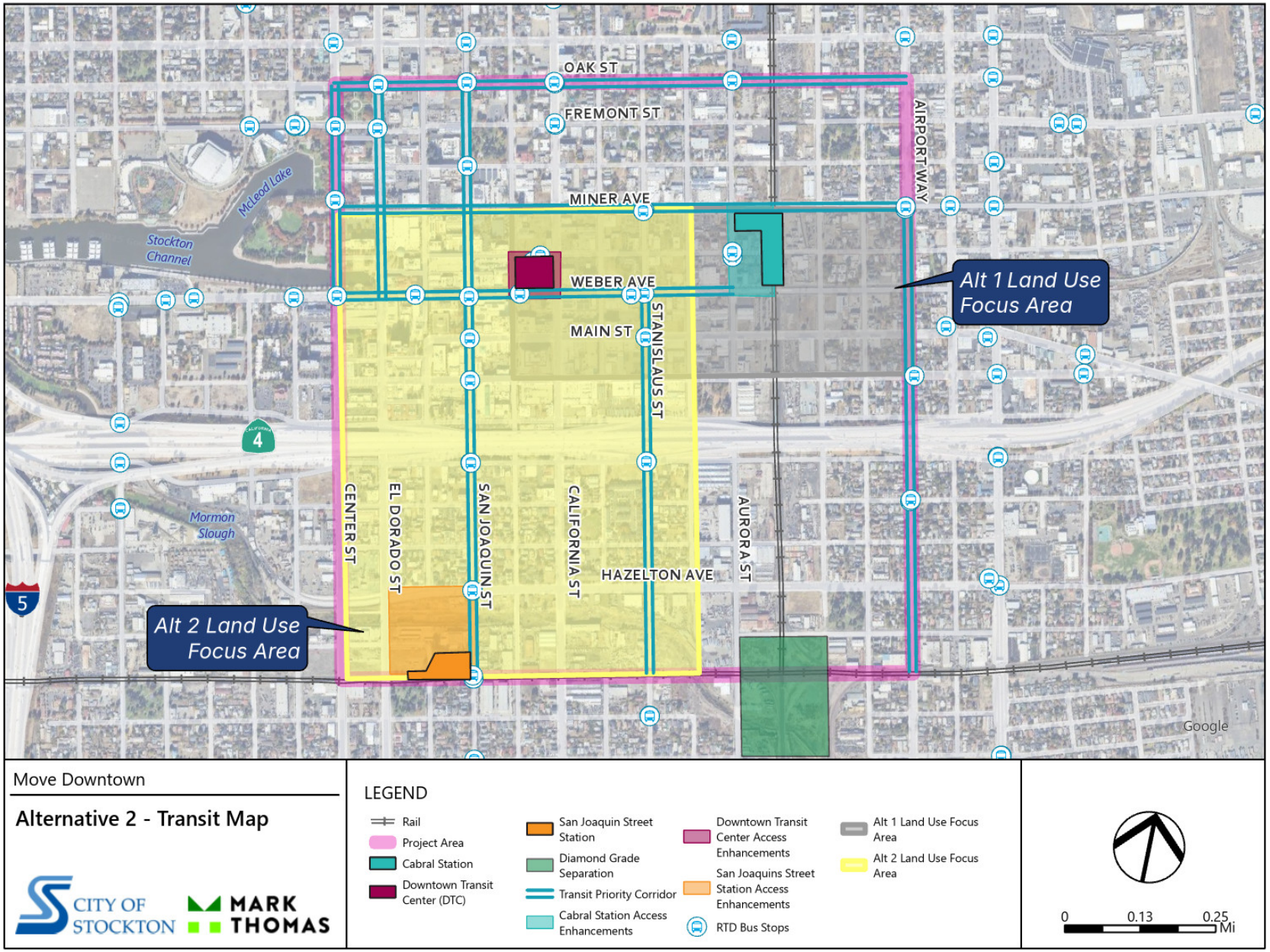


Figure 16. Alternative 2 Transit Priority Corridors



Alternative 2 Land Use Vision

Alternative 2 land use strategies focus on strengthening connectivity between the DTC and San Joaquin Street Station while advancing historic preservation, downtown activation, and private development. Building on the Early Planning Activities assumed under Alternative 1, this alternative expands the focus area to include the area bounded by Miner Avenue, Taylor Street, Center Street, and Grant Street.

Strategies emphasize preserving and adaptively reusing historic resources through updated surveys, design guidelines, incentives, and participation in programs including the Mills Act, while streamlining approvals and securing funding to support reinvestment.

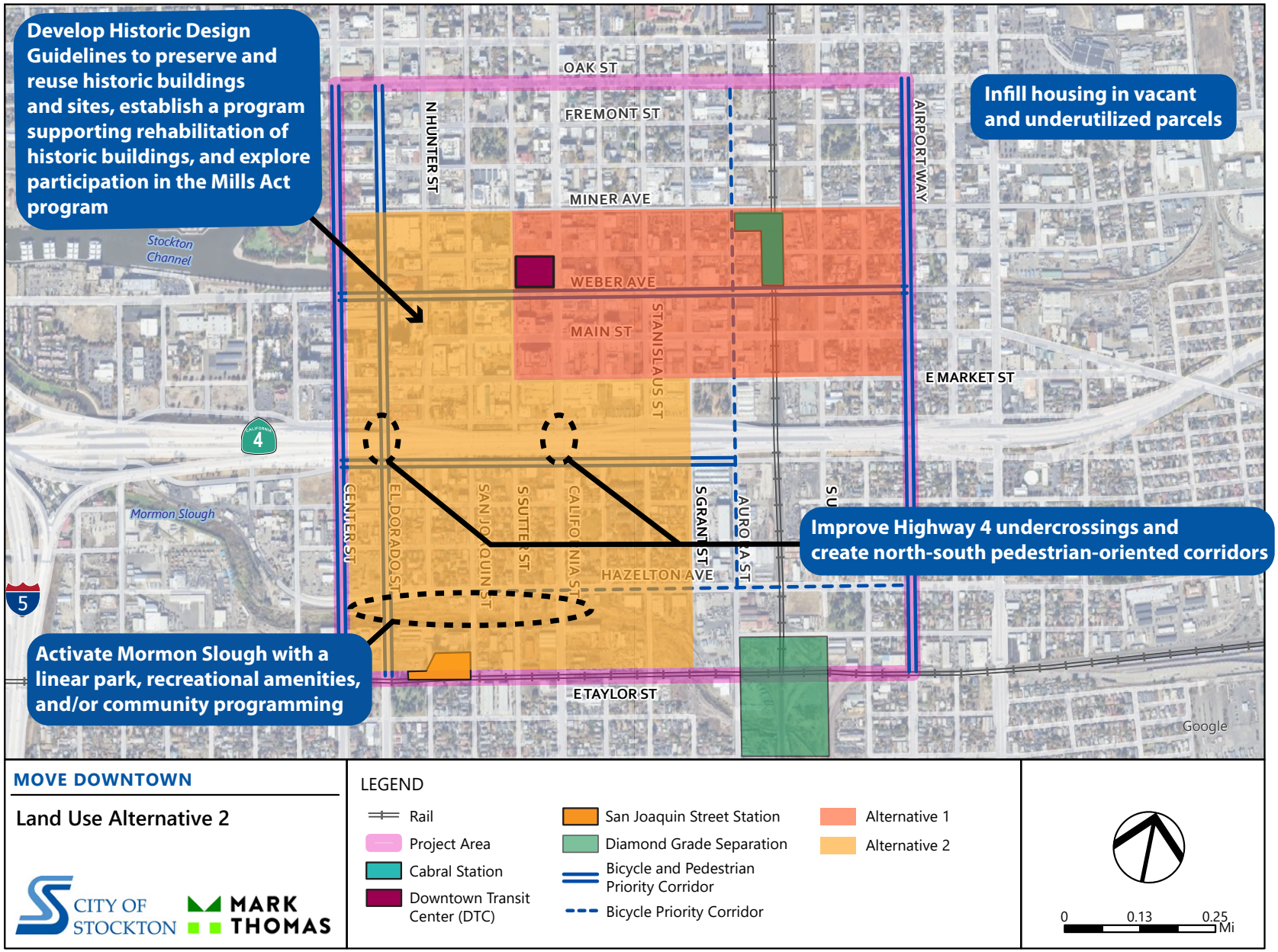
Downtown revitalization efforts include marketing vacant and underutilized properties, particularly surplus City-owned land, for mixed-use and mixed-income development; establishing programs to rehabilitate commercial spaces; and securing funding for site cleanup and remediation. Improving connectivity across SR-4 is a central component of this phase, with multimodal crossings and a potential pedestrian-oriented corridor linking Little Manila to the downtown civic core through enhanced streetscape, safety, and cultural placemaking elements. Development would target higher-density mixed-use housing in the civic core and compact residential and community-serving uses in Little Manila, supported by parking optimization strategies, existing City incentive programs, and a long-term vision to transform Mormon Slough into a downtown amenity with coordinated services for unhoused residents.

Curb extension at San Joaquin Street and Main Street

Curb extension at Downtown Lodi entrance

Curb extension at Weber Avenue and Grant Street

Figure 17. Alternative 2 Land Use Focus Area



Alternative 3 – Full Vision

Alternative 3 represents the full transformational vision of the Project's recommendations, with a focus on long-term implementation. It outlines the most desirable conditions for achieving the Project's goals. These recommendations are typically applied broadly across the entire Plan area or targeted to specific zoning districts within it.

Alternative 3 Transportation Vision

Safety improvements in Alternative 3 have a systemic focus across the entire project area. These improvements focus on both programmatic and infrastructure improvements, including strategies from the City's Vision Zero plan, which is currently in development.

Active transportation and public transit improvements included in Alternative 3 include systemic improvements to the transportation network. These changes include the full build-out of the planned bicycle and pedestrian networks and implementation of the planned mobility hubs at the three transit stations in Downtown Stockton.

Four (4) representative cross-section alternatives were developed for key corridors within the Plan Study Area, including Center Street, El Dorado Street, San Joaquin Street, and Oak Street. These cross sections were informed by the approximate existing roadway widths, curb-to-curb conditions, and functional context of each corridor and are intended to illustrate the types of improvements envisioned under the Plan alternatives. Rather than serving as final engineering designs, the cross sections provide a visual framework to demonstrate how recommended multimodal elements could be accommodated within the existing right-of-way. These cross sections are intended to serve as illustrative examples not only for the specific corridors shown, but also for other Pedestrian and Bicycle Priority Corridors and Transit Priority Corridors recommended in the Plan alternatives.

El Dorado Street (Figure 18) and Center Street (Figure 19) are identified as Pedestrian and Bicycle Priority Corridors under Alternative 3. The proposed cross sections for these corridors emphasize high-quality, comfortable facilities for people walking and bicycling, while maintaining appropriate access for transit and local vehicle movements. In these corridors, the preferred condition includes protected bikeways, which may be separated from vehicle traffic through a combination of on-street parking, bus stop platforms, bollards, landscaped buffers, or other vertical separation elements. Pedestrian enhancements are also a key focus and may include wider sidewalks, enhanced and more frequent crossings, shade trees, pedestrian-scale lighting, and street furniture, all of which contribute to improved safety, comfort, and overall street vitality.

ACE commuter at Cabral Station

Figure 18. Proposed El Dorado Street Cross Section

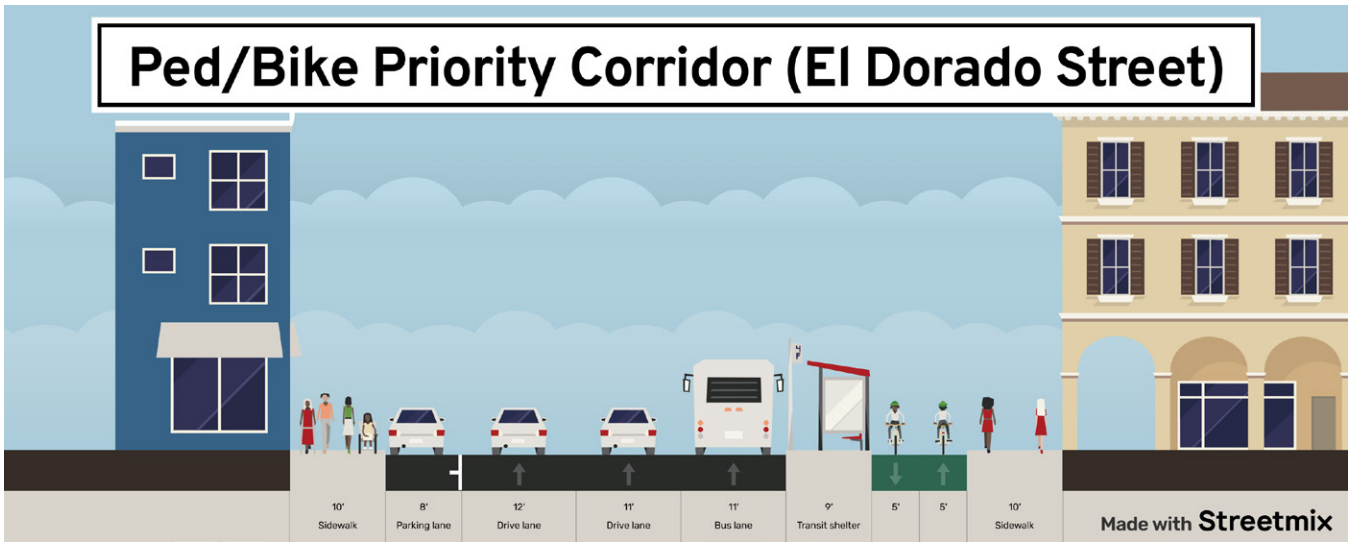
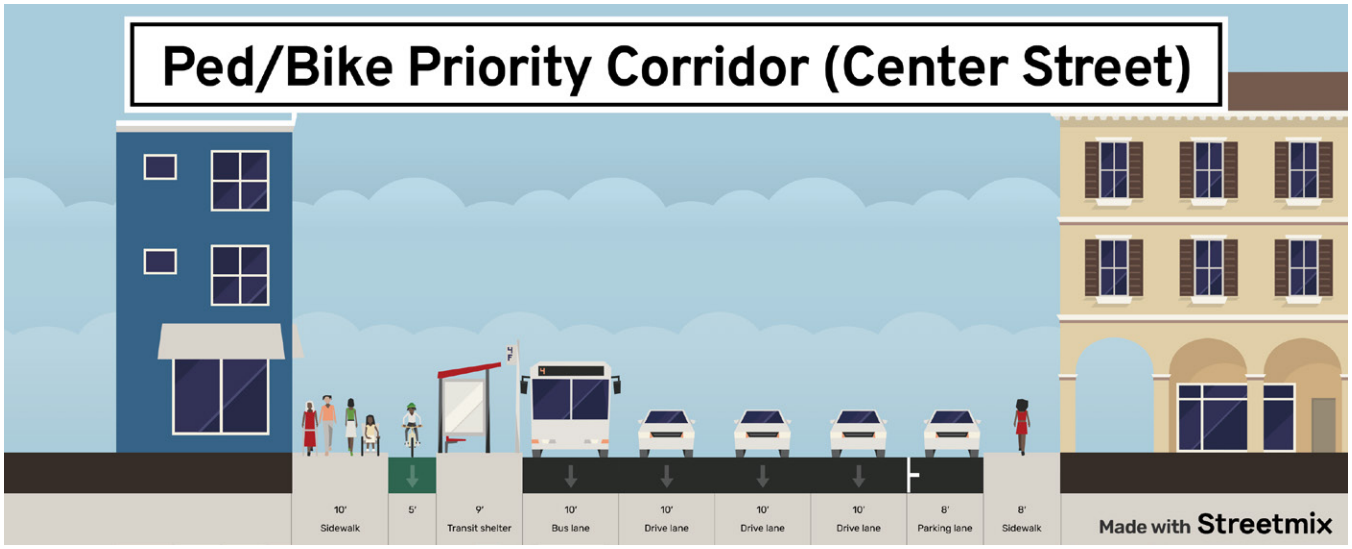


Figure 19. Proposed Center Street Cross Section



Transit Priority Corridor cross sections were developed for San Joaquin Street (Figure 20) and Oak Street (Figure 21), reflecting their role as key transit spines within Downtown Stockton. The proposed cross sections for these corridors prioritize transit efficiency and reliability, while also improving safety and access for pedestrians and bicyclists. Conceptual elements include potential transit signal priority, enhanced bus stops with improved amenities, curb management strategies, and treatments that support reliable transit operations. These corridors will also offer first- and last-mile connectivity improvements, such as upgraded sidewalks, improved crossings, and bikeway connections, to ensure that transit riders can safely and comfortably access stations and stops.

Figure 20. Proposed San Joaquin Street Cross Section

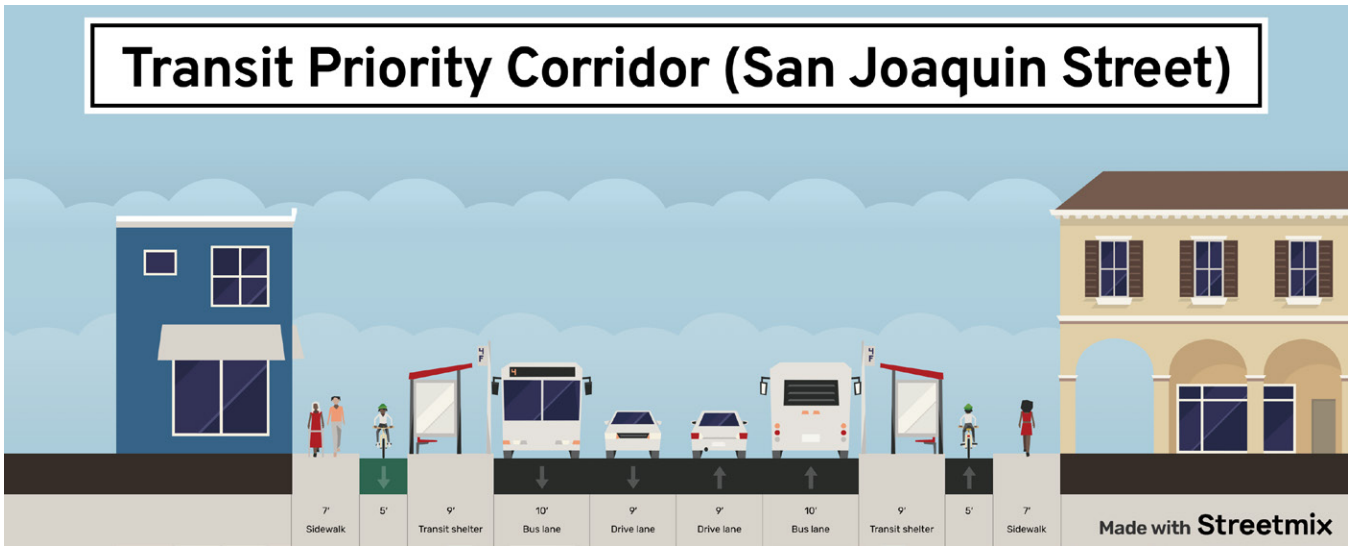


Figure 21. Proposed Oak Street Cross Section

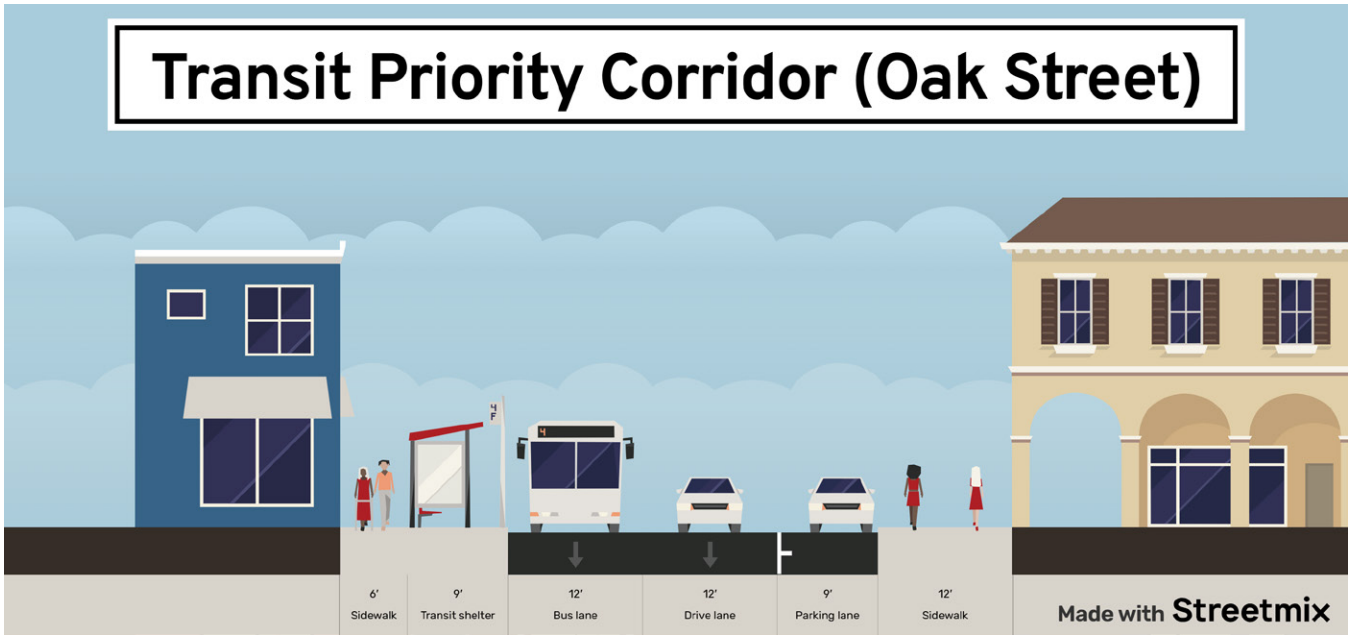


Figure 22. Alternative 3 Bicycle and Pedestrian Priority Corridors

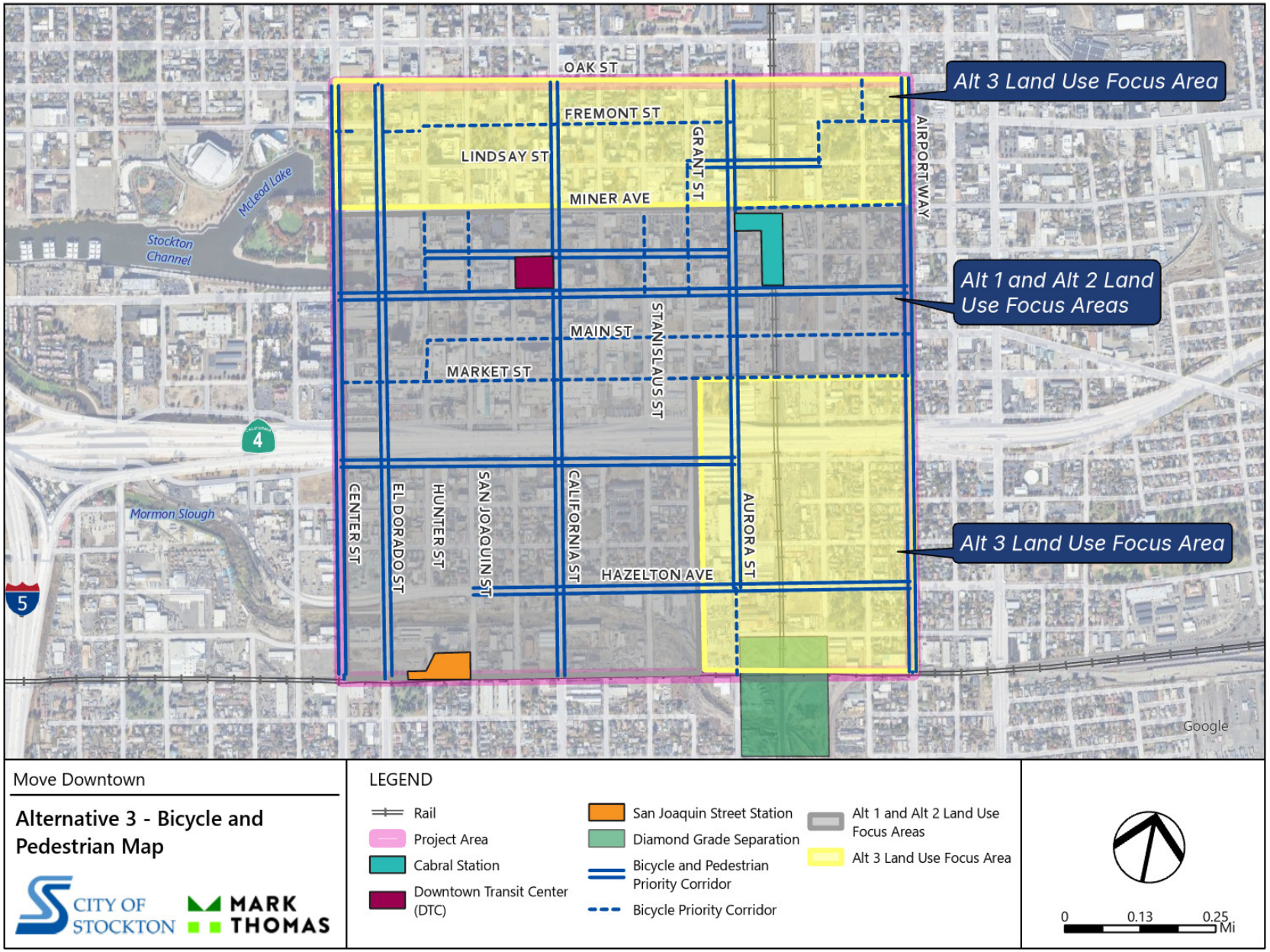
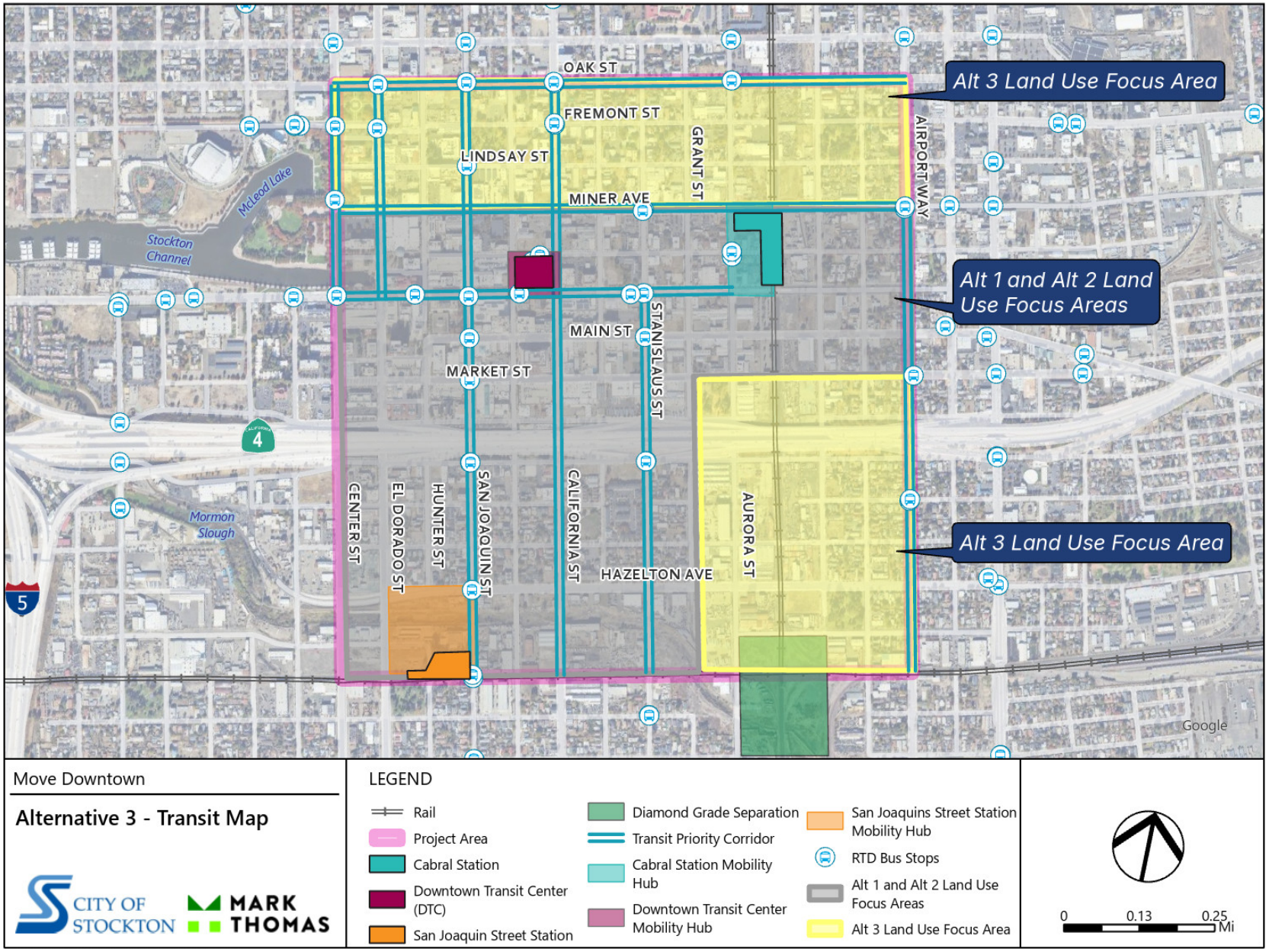


Figure 23. Alternative 3 Transit Priority Corridors



Alternative 3 Land Use Vision

Alternative 3 extends activation, connectivity, and development strategies from Alternatives 1 and 2 to the remaining northern and southeastern portions of the Study Area, building on earlier momentum to achieve downtown-wide integration. The northern focus area, bounded by Oak Street, Miner Avenue, Center Street, and Airport Way, includes residential and commercial uses and would benefit from expanded amenities, improved connectivity, and reinvestment that supports existing residents and businesses while extending an activated Downtown.

The southern focus area, bounded by Market Street, Taylor Street, Grant Street, and the UPRR railroad, is primarily industrial and would emphasize preserving and modernizing employment-generating uses while supporting compatible reuse and transitions between industrial, residential, and commercial areas. Strategies include extending multimodal connectivity across SR-4, mitigating impacts from the Stockton Diamond Grade Separation Project through buffering and design standards, and coordinating with regional rail and transportation agencies. Development code updates and the use of corridor types would guide appropriate land use transitions, noise mitigation, and buffering to better integrate rail infrastructure into the Downtown context. Lastly, major improvements and activities would be implemented to improve Mormon Slough into an attractive and usable public open space amenity.

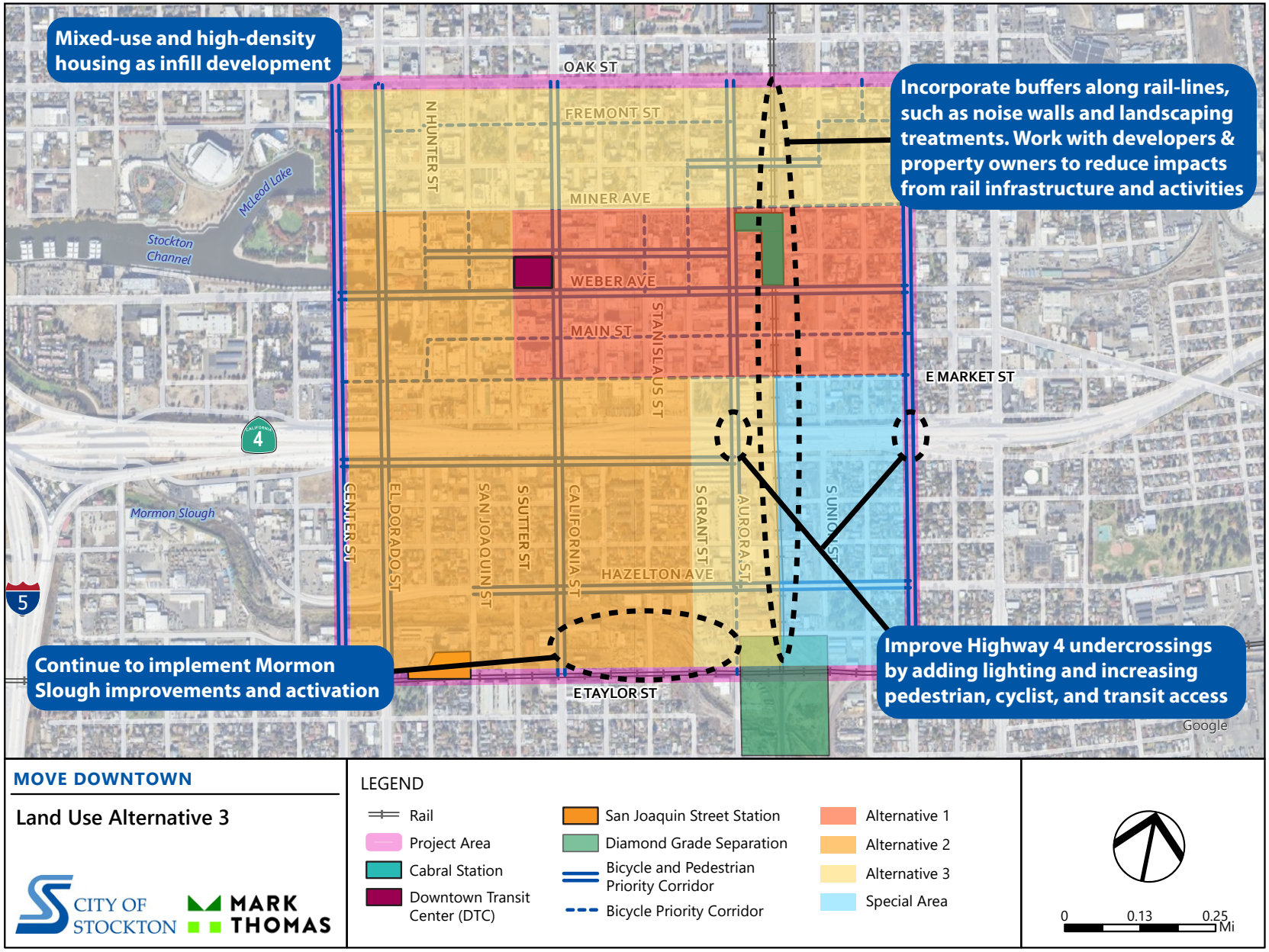
Wider and complete sidewalk

Bicycle and pedestrian prioritized protected intersection along mixed-used corridor

Underpass park in Albany, CA

Mixed-use housing transitioning to commercial in Redding, CA

Figure 24. Alternative 3 Land Use Focus Area



ALTERNATIVE SUMMARY

ALTERNATIVE 1

- targeted safety/accessibility improvements
- stabilizes existing conditions
- does not alter travel patterns or economic structure

LOCALIZED, SHORT-TERM BENEFITS

ALTERNATIVE 2

- improves access to destinations
- supports workforce connectivity
- enables reinvestment on priority routes

STRONGER, MORE DURABLE BENEFITS

ALTERNATIVE 3

- system-level interventions
- supports increased visitation, travel, and retail
- long-term reduction in public cost

GREATEST LONG-TERM ECONOMIC VALUE

Alternative Benefit-Cost Analysis

A Benefit-Cost Analysis (BCA) was conducted to evaluate the relative economic performance of the Plan alternatives and to assess how benefits scale with the level and integration of investment. The analysis shows that economic benefits increase in both magnitude and durability as improvements progress from localized interventions (Alternative 1) to corridor continuity (Alternative 2) and, ultimately, system-level connectivity (Alternative 3). While all alternatives generate positive effects, outcomes are driven not only by investment scale but by the degree to which each alternative reduces structural access barriers, supports sustained shifts in travel behavior, and creates conditions that encourage long-term private reinvestment.

Under Alternative 1, benefits are largely localized and short-term, reflecting targeted safety and accessibility improvements that stabilize existing conditions but do not substantially alter downtown travel patterns or economic structure. Alternative 2 demonstrates stronger and more durable benefits by extending improvements across connected corridors, improving access to destinations, supporting workforce connectivity, and enabling incremental reinvestment along priority routes. Alternative 3 yields the greatest long-term economic value by addressing downtown-wide connectivity and access constraints through system-level interventions, supporting sustained increases in visitation, non-automobile travel, retail clustering, and long-term reductions in public costs. While benefits under Alternative 3 accrue over a longer horizon, they are cumulative and transformative in nature. The full Benefit-Cost Analysis is provided in Appendix J: Benefit-Cost Analysis.

Preferred Alternative

Alternative 3, the Full Vision Plan, was selected as the Preferred Alternative as it most comprehensively responds to the transportation and land use needs identified through the existing conditions analysis and reinforced through community engagement. While Alternatives 1 and 2 establish important near-term and corridor-scale improvements, Alternative 3 builds on these foundations to deliver a coordinated, system-wide vision that addresses safety, mobility, access, economic vitality, and long-term land use transformation across Downtown Stockton. It incorporates the full range of programmatic, capital, and policy strategies necessary to overcome longstanding barriers, improve multimodal connectivity, and support sustainable growth in a manner consistent with community priorities and Plan goals. The complete list of strategies that comprise the preferred alternative is outlined in Table 5 below, which also details in which alternatives the strategy is specifically mentioned.

Table 6. Alternative Strategies

#	STRATEGY (CONDENSED DESCRIPTION)	ALT 1	ALT 2	ALT 3
1	High crash intersection spot improvements	✓	✓	✓
2	Community identified safety concern locations	–	–	✓
3	Low cost safety programs (NTMP, speed feedback, etc.)	✓	✓	✓
4	Pedestrian crossing & ADA upgrades	✓	✓	✓
5	Bike boxes & conflict area bike crossings	✓	✓	✓
6	Sidewalk repair, gap closures, widening	✓	✓	✓
7	Pedestrian scale lighting for safety	–	✓	✓
8	Corridor wide safety upgrades (high collision corridors)	–	✓	✓
9	Advanced pedestrian crossing controls (LPI, RRFB, scramble)	–	✓	✓
10	Traffic calming & diversion (chicanes, diverters)	–	✓	✓
11	Transformative intersection redesigns	–	–	✓
12	Systemic Vision Zero implementation	–	–	✓
13	Priority bicycle and pedestrian corridors	–	✓	✓
14	Connected bikeway network (Class II / IV)	–	✓	✓
15	North–south bikeway corridors	–	✓	✓
16	Southern area bikeway connectivity	–	✓	✓
17	Lafayette St SR-4 & market access improvements	–	✓	✓
18	Downtown Core bikeway build out	–	–	✓
19	Continuous, accessible pedestrian network	✓	✓	✓
20	Active transportation wayfinding	✓	✓	✓
21	Station area access at DTC, Cabral, San Joaquin	✓	✓	✓
22	Bus stop comfort & signage upgrades	✓	✓	✓
23	Real time arrival info & enhanced shelters	–	✓	✓
24	First/last mile network gap closures	✓	✓	✓
25	Transit corridor access improvements	✓	✓	✓
26	Bike on transit & secure bike parking	–	✓	✓
27	Transit signal priority & curb enforcement	–	✓	✓
28	Mobility hubs (DTC, Cabral, San Joaquin)	–	–	✓
29	Mobility hub connections to Union Transfer Station	–	–	✓
30	Shuttle, micromobility & rideshare integration	–	–	✓
31	Express route connectivity evaluation	–	–	✓
32	Rail station consolidation or San Joaquin Station relocation (study level)	–	–	✓
33	SR-4 underpass lighting & multimodal upgrades	–	✓	✓
34	SR-4 crossing feasibility & safety study	–	✓	✓
35	Multimodal SR-4 crossings (Little Manila connections)	–	✓	✓
36	Pedestrian oriented connector corridor	–	✓	✓
37	Rail/Stockton Diamond area buffering & coordination	–	✓	✓

Table 6. Alternative Strategies

#	STRATEGY (CONDENSED DESCRIPTION)	ALT 1	ALT 2	ALT 3
38	Buffer & transition design standards near rail	–	✓	✓
39	Union Street walkable corridor	–	–	✓
40	East of Diamond infill & reuse	–	✓	✓
41	Travel Smart & TDM programs	✓	✓	✓
42	Demonstration projects, open streets, slow streets	–	✓	✓
43	Delivery zones & off hour freight pilots	✓	✓	✓
44	Freight integrated curb & street design	–	✓	✓
45	Downtown activation (events, pop ups)	✓	✓	✓
46	Inventory of vacant/underutilized spaces	✓	✓	✓
47	Corridor/storefront revitalization	✓	✓	✓
48	White boxing ground floor spaces	✓	✓	✓
49	Zoning updates & streamlined permitting	✓	✓	✓
50	Corridor types/subareas framework	✓	✓	✓
51	Infill & densification opportunity sites	✓	✓	✓
52	Mixed use & housing development strategy	✓	✓	✓
53	Development incentive programs	✓	✓	✓
54	Historic preservation & adaptive reuse	–	✓	✓
55	Vacant/abandoned building marketing	✓	✓	✓
56	Commercial rehabilitation program	–	✓	✓
57	Environmental cleanup & remediation funding	–	✓	✓
58	Downtown internet connectivity programs	✓	✓	✓
59	Healthy food access incentives	✓	✓	✓
60	Parking optimization & reduced minimums	–	✓	✓
61	Mormon Slough transformation plan	–	✓	✓
62	Unhoused coordination along Mormon Slough	–	✓	✓
63	Industrial preservation & land use transitions	–	–	✓
64	Development Code buffering requirements	–	–	✓

Selection Rationale

Performance Relative to Goals

Alternative 3 best meets the Plan goals and objectives by delivering the most comprehensive and integrated set of transportation and land use improvements across Downtown Stockton. As the most transformative option, Alternative 3 advances a complete build out of the multimodal network and supporting land use strategies, resulting in the strongest overall alignment with the Project's highest weighted goals: Safety, Mobility, and Improved Land Use.

Under the Safety goal, Alternative 3 provides the greatest potential to reduce collision rates, injuries, and fatalities for all modes of travel. The Alternative emphasizes systemic safety improvements, including a focus on key high-injury crash corridors and at high injury intersections. By prioritizing high quality, protected bicycle and pedestrian facilities, improving transit stop environments, and applying Crime Prevention Through Environmental Design principles, Alternative 3 also enhances user comfort and the perception of personal safety for residents and visitors throughout Downtown Stockton.

Alternative 3 most effectively advances the Mobility goal by supporting active transportation and transit modes that offer alternatives to single occupancy vehicle travel. Completion of the planned bicycle and pedestrian networks, combined with improved transit priority treatments and enhanced first and last mile connections, creates a more reliable, convenient, and efficient multimodal transportation system. These investments increase non auto mode share, reduce vehicle miles traveled, and improve travel time reliability for people moving within, to, and through Downtown, particularly for daily trips and transit access. From an Economic Vitality and Social Equity perspective, Alternative 3 offers the broadest and most inclusive benefits. Improved pedestrian, bicycle, and transit access to commercial corridors and business districts supports local businesses and encourages reinvestment in underutilized parcels.

Alternative 3 also best fulfills the Improved Land Use goal by aligning transportation investments with long term development and livability objectives. Alternative 3 supports infill residential development at a range of densities, transit oriented development near major stations, and joint development opportunities that more efficiently use land and infrastructure. Complementary strategies such as parking optimization and improved access to services, healthcare, and healthy food further enhance Downtown livability and reinforce the connection between transportation improvements and land use outcomes.

Alternative 3 also most strongly advances the Air Quality, Health, and Sustainability goal. By reducing reliance on automobile travel and encouraging walking, bicycling, and transit use, through both transportation and land use development changes, Alternative 3 will most likely contribute to reductions in transportation related greenhouse gas emissions and other pollutants. An increase in the number of destinations and level of comfort while traveling in Downtown will also promote physical activity, supporting improved public health outcomes.

Benefit-Cost and Economic Analysis

The BCA and Economic Impact Analysis (EIA) support adoption of Alternative 3 as the preferred long-term alternative for the Move Downtown Project. Alternative 3 most directly addresses Downtown Stockton's structural constraints, produces the most durable and system-wide benefits, and best aligns transportation investment with long-term socioeconomic, environmental, and land-use objectives.

At the same time, the additive structure of the alternatives supports a phased implementation strategy. Foundational and corridor-scale investments can be pursued as near- and medium-term actions while remaining fully consistent with the long-term vision embodied in Alternative 3. This approach balances affordability and feasibility while maintaining a clear trajectory toward transformative change.

ACTION AND PHASING PLAN

Recommended Projects

Through the development of the three Plan alternatives and subsequent prioritization of transportation and land use strategies, a set of implementable projects was identified to translate the planning vision into action. For the complete prioritization methodology see Appendix K: Project Prioritization Methodology.

The project list reflects a synthesis of the alternative concepts and the strategies that were most effective at addressing the needs identified through the existing conditions analysis and community engagement. Each project is defined by a specific corridor, station area, or focus area within the study area and bundles complementary transportation and land use strategies into coordinated, deliverable investments.

The projects are identified for short-term, mid-term, or long-term implementation, as defined below.

- Short Term (0-5 years) = High ranking, and/or readily implementable
- Medium Term (5-10 years) = High to medium ranking but coordination or funding dependent
- Long Term (10+ years) = Low ranking, or high impact but may feature significant multi agency coordination or engineering complexities

The complete list of projects is provided in Table 6 and detailed in Appendix L: Project List.

Table 7. Recommended Projects

PROJECT NAME	PROJECT RANKING	IMPLEMENTATION PRIORITY	RATIONALE
SR-4 Crossings	1	Medium Term	Requires coordination with Caltrans, however, improvements can be phased.
El Dorado Street Corridor	2	Short Term	Top ranked project. Recently completed improvements establish momentum; additional placemaking and safety elements can be implemented in phased approach. Coordination with Caltrans may be required for improvements at SR-4.
Airport Way Corridor	3	Short Term	Very high score and corridor improvements can be phased; not inherently more complex than other short term corridors.
Weber Avenue Corridor	3	Short Term	Corridor improvements currently in design; strong readiness for near term construction.
Downtown Transit Center (DTC) Access	5	Short Term	Access improvements require coordination with transit partners.
Mobility Hub Implementation Study	6	Short Term	High ranking non-capital project with likely lower cost compared to other projects
California Street Corridor	7	Short Term	Recent Class IV bikeway improvements are complete; remaining scope focuses on pedestrian and transit enhancements with high safety benefits and strong readiness.
Cabral Station Access	7	Medium Term	Station access improvements require coordination with rail partners.
Center Street Corridor	9	Short Term	Core downtown corridor with recent bikeway improvements; remaining enhancements are lower complexity and can be phased quickly.
San Joaquin Street Corridor	10	Short Term	Upper medium score with high anticipated benefits to San Joaquin Street Station.
Oak Street Corridor	11	Short Term	Modest scope and strong feasibility.
Lafayette Street Corridor	12	Medium Term	Higher ranking project, however, potential right of way and coordination constraints.

Table 7. Recommended Projects

PROJECT NAME	PROJECT RANKING	IMPLEMENTATION PRIORITY	RATIONALE
Miner Avenue Corridor	12	Short Term	Medium ranked and has momentum from recently completed enhancements.
Mormon Slough Project	14	Long Term	High-medium ranked project, however, requires significant coordination, environmental and equity considerations.
Hazelton Avenue Corridor	15	Short Term	Bikeway improvements were recently completed; remaining enhancements are incremental and feasible in the near term.
Aurora Street Corridor	16	Medium Term	Manageable scope and improvements can be implemented incrementally, however, low ranking.
Main Street Corridor	16	Medium Term	Low ranked project with medium level implementation complexity.
Market Street Corridor	16	Medium Term	Low ranked project with medium level implementation complexity.
Stanislaus Street Corridor	19	Medium Term	Lower ranked project with medium implementation complexity.
Union Street/ Stockton Diamond District	19	Long Term	Rail adjacent, multi jurisdictional area with safety, land use, and buffering challenges. Requires significant coordination with rail partners and industrial businesses.
Rail Station Consolidation Study	21	Long Term	Low ranking non-capital project with long-term focus
Downtown Revitalization Program	22	Short Term	Programmatic activation strategies that can begin immediately and scale over time.
Downtown Historic Preservation & Rehabilitation	23	Medium Term	Requires property specific coordination, funding assembly, and phased implementation.
Fremont Street Corridor	24	Medium Term	Lowest ranked project, however, implementation of Class III bike route is easily implementable.
Supplemental Bikeway Network	25	Short Term	Low complexity and high connectivity benefits.
Transportation Demand Management (TDM) Program	26	Short Term	Policy and program based strategies with minimal capital cost and quick deployment potential.

Financial Strategy

Cost Estimates

Preliminary cost estimates were developed for each recommended capital project, as shown in Table 7. The estimates reflect full project delivery costs, including environmental approval, design, and construction, and include a 25 percent contingency. Detailed cost estimates can be found in Appendix M: Preliminary Cost Estimates.

Table 8. Project Preliminary Cost Estimates

PROJECT NAME	LENGTH	TOTAL $ (TODAY)
Airport Way Corridor Project	0.9	$4,056,250
Aurora Street Corridor Project	0.9	$4,056,250
California Street Corridor Project	0.4	$1,808,750
Center Street Corridor Project	0.9	$4,056,250
El Dorado Street Corridor Project	0.9	$4,056,250
Fremont Street Corridor Project	0.9	$4,050,000
Hazelton Avenue Corridor Project	0.9	$8,682,500
Lafayette Street Corridor Project	1.0	$4,508,750
Main Street Corridor Project	0.8	$3,608,750
Market Street Corridor Project	1.0	$4,508,750
Miner Street Corridor Project	1.0	$4,508,750
Oak Street Corridor Project	1.0	$4,508,750
San Joaquin Street Corridor Project	0.4	$1,808,750
Stanislaus Street Corridor Project	0.7	$3,158,750
Weber Avenue Corridor Project	1.0	$4,502,500
Cabral Station Access Project	N/A	$3,860,000
DTC Access Project	N/A	$3,860,000
SR-4 Crossings Project	N/A	$3,137,500[1]
Supplemental Bikeway Network Project	N/A	$1,930,000[2]
Union Street/Stockton Diamond District Project	N/A	$5,145,000

[1] *Total cost per intersection improvement*
[2] *Cost assumes $300,000 per bikeway connection*

Funding Sources and Programs

Competitive grant funding can provide a large portion of project costs. A funding strategy has been developed to ensure that the City and partner agencies are aware of what Federal, State, and Regional grant funding opportunities exist and which projects are best aligned with each program. The tables below summarize potential funding opportunities, including discretionary grants and local funding sources, that may support implementation of projects recommended in this Plan. Note, all of the following transportation and land use funding opportunities are for information only and do not imply project eligibility, funding apportionment, or governing body approval. Appendix N: Financial Strategy includes a comprehensive funding matrix that ranks each project as low, medium, or high based on its alignment with applicable funding programs.

Table 9. Potential Transportation Focused Funding Opportunities

AGENCY LEVEL	AGENCY	FUNDING PROGRAM
Federal	U.S. Department of Transportation (USDOT)	• Better Utilizing Investments to Leverage Development (BUILD) • Multimodal Project Discretionary Grant Program (MPDG) • Reconnecting Communities Pilot (RCP) • Active Transportation Infrastructure Investment Program (ATIIP)
	U.S. Federal Railroad Administration (FRA)	• Consolidated Rail Infrastructure and Safety Improvements Program (CRISI) • Federal–State Partnership for Intercity Passenger Rail Grant Program (FSP)
	U.S. Federal Transit Administration (FTA)	• All Stations Accessibility Program (ASAP)
State	California Transportation Commission (CTC)	• Senate Bill 1 Programs • Transit and Intercity Rail Capital Program (TIRCP) • Local Partnership Program (LPP) • Trade Corridor Enhancement Program (TCEP) • Active Transportation Program (ATP)
Regional	San Joaquin Council of Governments (SJCOG)	• Surface Transportation Block Grant (STBG) • Congestion Mitigation and Air Quality (CMAQ) Program • Transportation Development Act (TDA) Funds • Measure K
	California Transportation Commission (CTC)/ Caltrans District Coordination	• State Transportation Improvement Program (STIP)

In addition to transportation-related funding, implementation of the Plan will also rely on land use and development–oriented funding programs that support the preferred alternative strategies. The following table summarizes potential land use and development funding opportunities that may complement transportation investments and help advance the Plan's goals and objectives.

Table 10. Potential Land Use and Development Focused Funding Opportunities

AGENCY LEVEL	AGENCY	FUNDING PROGRAM
Federal	U.S. Department of Housing	• Community Development Block Grant • HOME Investment Partnerships Program
	U.S. Economic Development Administration	• Consolidated Rail Infrastructure and Safety Improvements Program (CRISI) • Federal–State Partnership for Intercity Passenger Rail Grant Program (FSP)
State	Department of Toxic Substances Control	• Cleanup in Vulnerable Communities Initiative (Equitable Community Revitalization Grant; Technical Assistance Grants;)
	California Strategic Growth Council	• Affordable Housing and Sustainable Communities (AHCS) • Transformative Climate Communities (TCC)
	Housing and Community Development	• Permanent Local Housing Allocation • Infill Infrastructure Grant Program
	Office of Historic Preservation	• Historic Tax Credit; Certified Local Government Program
Local	City of Stockton	• Public Facility Fees • City-Owned Surplus Land • Economic Development Department Incentives[3]
	San Joaquin Regional Housing Fund	• Established in 2024 to support the construction, preservation, and rehabilitation of affordable housing for low-income households throughout San Joaquin County
	Downtown Stockton Property Based Business Improvement District (PBID)	• Hospitality, Maintenance, and Marketing Support programs; Placemaking projects; Downtown Stockton Enterprise Loan Fund
	Tax Increment Financing and Assessment Districts (Special District Formation)	• Enhanced Infrastructure Finance District (EIFD) • Community Facilities District (CFD) • Community Revitalization and Investment Authority (CRIA)

In addition to securing discretionary grants and local funding, cost reduction strategies can be leveraged to bridge gaps in financing. Cost reduction strategies may include the Stockton Economic Stimulus Plan (SESP), which can provide a reduction in certain Public Facility Fees (PFF)[4].

Agency Roles

Successful implementation of the Move Downtown projects will require coordinated leadership across multiple local, regional, and State agencies, each bringing distinct statutory authority, funding responsibilities, and operational expertise. The following roles outline how partner agencies are expected to collaborate during project development, funding, and delivery.

City of Stockton (Lead Implementing Agency)

The City will serve as the primary lead agency for implementation of projects. As the owner and operator of the majority of local streets and public spaces within the Plan Area, the City will be responsible for advancing planning, design, environmental clearance, community engagement, and construction for City led projects.

Key responsibilities include:

- Translating plan recommendations into capital improvement projects, programs, and policies
- Prioritizing projects through the City's Capital Improvement Program (CIP) and budgeting processes
- Leading grant applications and serving as sponsor for State and Federal funding opportunities
- Coordinating interdepartmentally across planning, public works, economic development, and housing functions
- Engaging property owners, developers, and community stakeholders to support project delivery

The City will also play a central role in aligning land use decisions and development review with the multimodal and placemaking objectives established in the Plan.

[3] *Broken Windows Grants, Stocked Full of Produce Grants, Façade Improvement Forgivable Loan Programs, Commercial Lien Forgiveness Incentive Program; Office and Industrial Sales Tax Incentive Program; Non-Residential Fee Deferral Program*

[4] *As of the City's August 26, 2025 City Council Meeting, the SESP program will be amended. All new (future) projects receiving gradually reduced SESP waivers, reduced in 6-month increments, over the next 18 months with a sunset of five years.*

Regional Transit District (RTD)

RTD will serve as the primary transit coordination partner for projects that affect transit service, passenger access, and transit-supportive infrastructure. RTD's role focuses on service planning, operational coordination, and ensuring alignment between transit operations and capital improvements led by the appropriate implementing agencies. RTD's responsibilities include:

- Coordinating on station access, first/last-mile, and passenger amenity improvements led by partner agencies
- Coordinating transit service planning, operational strategies, and service changes in response to capital investments
- Partnering on funding applications for transit-focused grants, as appropriate
- Supporting planning and coordination efforts for mobility hubs and multimodal transfer facilities

RTD coordination is particularly critical for projects at the DTC, Cabral Station, and San Joaquin Station, where transit operations and supporting infrastructure are closely interconnected and require ongoing interagency coordination.

San Joaquin Council of Governments (SJCOG)

SJCOG, as the region's Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA), will play a key role in programming, funding, and regional coordination. SJCOG responsibilities include:

- Plan and implement the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS)
- Programming projects into the Regional Transportation Plan (RTP), TIP, and STIP
- Administering and allocating regional funding programs (e.g., SB 1, CMAQ, STBG)
- Ensuring consistency with regional policies related to equity, climate, and air quality
- Supporting interjurisdictional coordination for projects with regional significance
- Providing technical assistance and data support for grant and programming decisions

SJCOG's involvement ensures that Move Downtown projects remain competitive within regional and State funding frameworks.

San Joaquin Regional Rail Commission (SJRRC)

SJRRC will serve as a key partner agency for projects that interact with intercity passenger rail, station facilities, and rail corridors, particularly those affecting the Gold Runner intercity rail service and infrastructure. SJRRC's role may include:

- Coordinating on rail station access and station area improvements
- Participating in planning and feasibility studies related to station consolidation or rail operations
- Partnering on rail related funding programs
- Ensuring that proposed improvements are compatible with rail safety, operations, and long term service plans

Caltrans

Caltrans will be a critical partner for projects that affect State highways, State owned facilities, or State right of way, including SR-4 and other State routes within or adjacent to the Project Area. Caltrans' responsibilities include:

- Reviewing and approving projects affecting State facilities or access points
- Partnering on projects that improve safety, multimodal access, or barrier crossings
- Serving as a funding partner or co sponsor for eligible State and Federal programs
- Coordinating environmental review, design standards, and construction requirements

Projects involving SR-4 crossings or State corridors will require early and ongoing coordination with Caltrans to ensure feasibility and timely delivery.

Additional Supporting Partners

Depending on project scope, additional partners may include:

- San Joaquin County (county roads, services, and coordination)
- Housing and community development agencies for projects tied to revitalization or redevelopment
- Downtown Stockton Community Improvement District (CID) and business organizations for activation, maintenance, and programming
- Private developers and property owners for projects that rely on joint development or private investment
- Community based organizations to support equitable engagement and implementation

Implementation Coordination

The City will function as the central convener, using the Move Downtown Plan as a shared framework to:

- Coordinate project sequencing and phasing
- Align funding strategies across agencies
- Track progress toward Plan goals over time

This collaborative structure allows projects to be implemented incrementally while maintaining consistency with the long term vision established by the Plan.

PLAN ADOPTION AND NEXT STEPS

Plan Gaps

The Plan is intended to serve as a high level multimodal transportation and land use network framework for Downtown Stockton. While the Plan identifies priority strategies and implementation actions to advance mobility, safety, equity, and land use integration, the development process and community and stakeholder engagement also revealed several issues that extend beyond the scope of this effort and will require further analysis as implementation progresses. These gaps highlight the need for additional, more detailed studies, coordination, and policy actions to fully realize the Plan's long term vision.

Key gaps identified through this planning effort include complex issues related to homelessness and conditions along Mormon Slough, which present interconnected equity, environmental, and public health challenges that will require dedicated planning, environmental assessment, and interagency collaboration. Additional constraints associated with specific project locations, such as right of way limitations, physical barriers, and potential environmental contamination or utility capacity constraints, may affect the feasibility, design, and timing of future improvements and will need to be evaluated during project development, including through environmental review and, where applicable, site remediation efforts.

Stakeholders also identified regional considerations outside the Plan's scope, including potential rail station consolidation initiatives, transit service adjustments, and the need for detailed transit service evaluations to better align routes and service levels with future land use patterns. Finally, certain regional transit conditions and system level issues raised through engagement could not be fully addressed within the Plan's analysis and should be explored through future corridor level, operational, or regional planning efforts. Addressing these gaps through subsequent studies and implementation phase evaluations will be critical to advancing the Plan and should be considered as part of future planning, funding, environmental review, and implementation activities.

Plan Integration

Relationship to City Policies and Capital Programs

The Plan is intended to complement and build upon existing City policies, adopted plans, and active capital programs to ensure consistency across Downtown Stockton planning and investment efforts. Rather than functioning as a standalone document, the Plan establishes a unifying multimodal and land use framework that can guide and inform the implementation of current projects while shaping future initiatives. By aligning recommended strategies with ongoing efforts, the Plan supports coordinated decision making and maximizes the effectiveness of public investments.

Several projects currently underway or in development are expected to advance elements of the Move Downtown vision. These include the Downtown Stockton Master Plan, the City's Vision Zero Plan, planned improvements along Weber Avenue, and the Stockton Diamond Grade Separation Project. The Plan is designed to reinforce these efforts by identifying complementary multimodal connections, land use strategies, and corridor priorities that enhance their outcomes and ensure consistency with broader Downtown goals. As these projects progress, the Plan can be used as a reference to align design decisions, phasing, and implementation approaches with the City's long term multimodal and land use objectives.

Looking ahead, the Plan provides a policy consistent foundation for future capital programming, grant applications, and interagency coordination. By establishing shared priorities and a common vision, the Plan supports alignment between City initiatives, regional transportation investments, and future development activity, helping ensure that Downtown's transportation and land use investments move forward in a coordinated and mutually reinforcing manner.

Use of the Plan for Grants and Project Development

The Plan is designed to directly support grant applications and advance projects from concept to implementation. By clearly identifying priority corridors, multimodal safety needs, and equity focused strategies, the Plan provides ready made justification for funding programs such as the California Active Transportation Program (ATP) and the Federal Safe Streets and Roads for All

(SS4A) program. The Plan documents safety challenges, disadvantaged community priorities, and community support, key requirements for competitive safety and active transportation grants.

Transit access, station area improvements, and first and last mile strategies identified in the Plan can be advanced to support applications to the Transit and Intercity Rail Capital Program (TIRCP) and applicable SB 1 programs by demonstrating how proposed projects improve access, increase ridership, and reduce vehicle miles traveled and greenhouse gas emissions. The Plan's implementation framework, performance measures, and phasing strategy also support SB 1 accountability and readiness expectations.

Beyond grant pursuits, the Plan provides City staff and partner agencies with a clear framework to advance project development. The Plan can be used to scope project level studies, initiate environmental review and preliminary engineering, coordinate investments across departments and agencies, and ensure individual projects align with downtown-wide goals. As projects are implemented, the Plan strengthens future funding applications by documenting progress, outcomes, and continued readiness for investment.

Plan Monitoring

The City and regional partners will shift from plan development to implementation and evaluation. Through regular monitoring and well-defined measures, the City and partners can track progress toward the Plan's vision and goals, and can take corrective action, if needed.

The City will implement policies, programs, and infrastructure projects that promote the six Move Downtown goals – safety, mobility, economic vitality, social equity, improved land use, air quality, health, and sustainability throughout the Study Area. Since the City does not own or maintain all multimodal transportation infrastructure, the City cannot implement projects on its own.

This section identifies recommendations for the City and partners to support plan evaluation. These recommendations include a framework to measure plan progress, including a timeline for implementation, performance metrics to measure progress, and partners who can lead the evaluation and monitoring.

Based on the goals, existing conditions, and opportunities identified in the Plan, this section identifies performance evaluation categories and metrics that the City and its multimodal transportation and land use partners can monitor and evaluate to support the Plan's implementation. A timeline for each action is assigned. Short-term actions can be implemented within 0-5 years, and long-term actions will be implemented within 5-15 years.

Performance Tracking Considerations

Performance tracking provides actions and measures of success to evaluate the implementation and success of multimodal and land use programs identified in the Plan. These actions target non-infrastructure activities throughout the study area. Table 10 outlines the actions, measure(s) of success, timeline, and lead and supporting parties.

Future Plan Updates

The Move Downtown Plan is intended to be a flexible, living document that can evolve over time as conditions, priorities, and funding opportunities change. While the Plan establishes a long term multimodal transportation and land use framework for Downtown Stockton, future updates may be warranted to reflect progress on implementation, emerging data, new community priorities, or changes to City, regional, or State policy. Performance tracking results, project delivery outcomes, and lessons learned during implementation should inform future refinements to strategies, phasing, and prioritization.

Future plan updates may also be needed to incorporate additional analysis completed after adoption of the Plan, such as project level environmental review, utility and infrastructure assessments, or corridor specific studies. As new development occurs, transit services evolve, or major capital projects are delivered, the Plan can be updated to ensure continued alignment with Downtown conditions and implementation realities. Periodic updates will help ensure the Plan remains relevant, responsive, and effective in guiding investment and decision making over time.

Table 11. Performance Measures

GOAL	ACTION AND PERFORMANCE MEASURE	TIMELINE	LEAD AGENCY	SUPPORTING AGENCIES[i]
Agency	• Review crash history: Collect fatal and severe (KSI) crashes overall for multimodal users • High injury network progress: Number of corridors and intersections treated • Conduct before and after analysis of implemented projects: Operating speeds on priority corridors (e.g., 85th percentile speed) • Conduct before and after analysis of implemented projects: Driver yielding compliance at key crossings	Short to long-term	City of Stockton	• San Joaquin Regional Rail Commission • San Joaquin Council of Governments • San Joaquin Regional Transit District • Caltrans District 10
Mobility	• Infrastructure enhancements: Miles of bikeway delivered by facility type (e.g., low-stress/comfort level) • Network closure: Linear feet of sidewalk gaps closed and number of ADA curb ramps upgraded • Station access: Percentage of residents and jobs within ½-mile of stations via safe connections (GIS) • Transit service enhancements: Transit reliability metrics where available (e.g., on-time performance, headways)	Short to long-term	City of Stockton	• San Joaquin Regional Rail Commission • San Joaquin Council of Governments • San Joaquin Regional Transit District
Economic Vitality	• Downtown development activity in priority areas (e.g., units, commercial square feet, permits) • Number of vacant lot activation events or uses • Streetscape and public realm improvements delivered (e.g., linear feet or number of blocks) • Business access and curb management changes implemented (where applicable)	Short to long-term	City of Stockton	• Downtown PBID • Chamber of commerce • Development partners
Social Equity	• Share of projects and investment benefiting disadvantaged and priority areas • Safety outcomes in priority areas (KSI) • Access to low-cost mobility options near key destinations (e.g., proxy measures such as station access, ADA upgrades) • Conduct community perception surveys of safety and comfort	Long-term	City of Stockton	• San Joaquin Regional Rail Commission • San Joaquin Council of Governments • San Joaquin Regional Transit District • San Joaquin County Public Health

Table 11. Performance Measures

GOAL	ACTION AND PERFORMANCE MEASURE	TIMELINE	LEAD AGENCY	SUPPORTING AGENCIES[i]
Improved Land Use	• Infill and transit -oriented development readiness indicators: Number of sites advanced and zoning consistency checkpoints • Utility capacity and upgrade needs tracked for priority development corridors • Parking management implementation: utilization and occupancy snapshots, shared parking agreements	Long-term	City of Stockton	• San Joaquin Council of Governments • Development partners
Air Quality, Health, and Sustainability	• Evaluate mode shift: bike/ped counts on priority corridors; transit ridership trends where available) • VMT/GHG proxy reporting for grant-funded projects (when required) • Tree canopy/shade/heat mitigation elements delivered	Long-term	City of Stockton	• San Joaquin Council of Governments • San Joaquin Regional Transit District • San Joaquin County Public Health • Valley Air District

[i] *The identified supporting agencies are for illustrative purposes and additional supporting agencies may be identified as implementation takes place.*

EXHIBIT 1

Prepared for

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