



Advisory Services
Program



San Francisco

Palo Alto Transit Center

PALO ALTO, CALIFORNIA

OCTOBER 19- 24, 2025

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement





For over 75 years, ULI's Advisory Services Program (ASP) has matched the brightest minds in real estate with the toughest problems facing our cities.

ASP panels bring together the best and brightest from ULI's diverse membership - developers, planners, financiers, market analysts, economists, architects, designers and public officials - to provide practical solutions and objective, unbiased advice not available from any other source.

They partner with public leaders and are not afraid to ask the tough questions that illuminate unique pathways forward.

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Brad Power (Panel Chair)

City of Englewood
Englewood, CO

Rob Guptill

VHB
Boston, MA

Aaron Kowalski

MKSK
Indianapolis, IN

Andrew Malick

Malick Infill Development
San Diego, CA

Bart Treece

University of Washington
Seattle, WA

Harriet Tregoning

New Urban Mobility Alliance
Washington, DC

Lauren McKim Callaghan

Senior Director, ULI Advisory Services

Natalie Sandoval

Executive Director, ULI San Francisco

Claire Lowe

Senior Associate, ULI San Francisco

Annette Suriani

Logistics Director, AMS Meeting Solutions



LISTENING/LEARNING

Sponsor briefing
Site tour
Meet & Greet
Stakeholder interviews



DEVELOPING RECOMMENDATIONS

Guided panelist deliberation
Deliverable production

OFFERING EXPERT SOLUTIONS

Presentation of recommendations
Final report/work product

THANK YOU TO OUR SPONSORS

- **City of Palo Alto**
- **Santa Clara Valley Transportation Authority (VTA)**
- **Stanford University**

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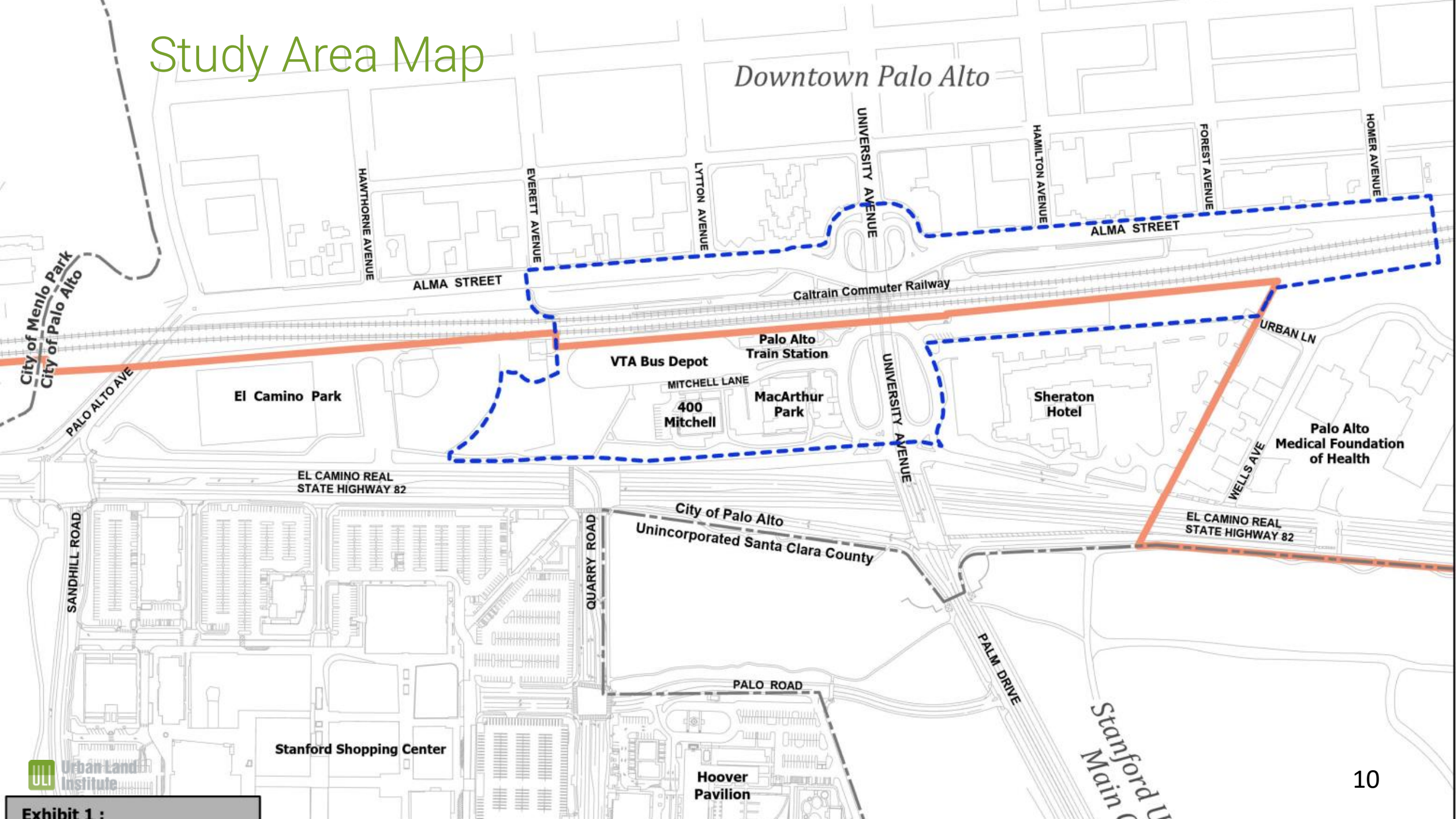
Palo Alto and Stanford University— A Special History

- Palo Alto, California and Stanford University. A storied place with roots and a unique culture known throughout the world. A place of mingled geography, scholarship, entrepreneurship, partnership, and creativity that gave birth to Silicon Valley which continues to innovate, learn and create the ideas and technology that provide enduring value. A longstanding commitment to transit continues to shape the area into a place that is connected and treasured by the community.



Study Questions and Context

Study Area Map



Panel Scope

1. What existing or future uses, onsite features, or amenities would make the Palo Alto Transit Center (PATC) a more inviting gateway for both downtown Palo Alto and Stanford, and draw in new transit users?
2. What could be done to make the transit center more accessible to a variety of non-vehicular commuters, and increase capacity throughput?
3. What are successful models of mixed-use transit centers of similar context (suburban, close to downtown, gateway location, etc.), how were the improvements funded, and what are some of the key ingredients to that success?
4. What mix of uses would be the most feasible? How does density play into this equation?
5. What are phasing and financing options that should be considered for the different aspects of the station's revitalization? What steps can we take short-, medium-, and long-term to advance the vision?

What's right with the Palo Alto Transit Center

- Excellent electric intercity rail transit – with the second highest ridership in the Caltrain system and significant Go Pass use
- Local and regional bus service, including frequent shuttle service to Stanford University
- Longstanding partnerships between multiple transit agencies, City of Palo Alto, and Stanford University
- Potential high capacity for housing locations to implement SB 79
- Local culture built upon a high share of daily trips by bike and walking

A photograph of the Palo Alto City Building, a two-story Art Deco style structure with a cream-colored facade and horizontal red stripes. The building features large windows and a flat roof. In the foreground, there is a black metal fence with a decorative circular pattern, and a set of stairs with blue metal railings. A street sign on a pole reads 'Palo Alto'. A vertical sign on a pole to the right says '2010'. A red and white striped flag is visible on the roof. The text 'In the Future...' is overlaid in white, sans-serif font in the center of the image.

In the Future...

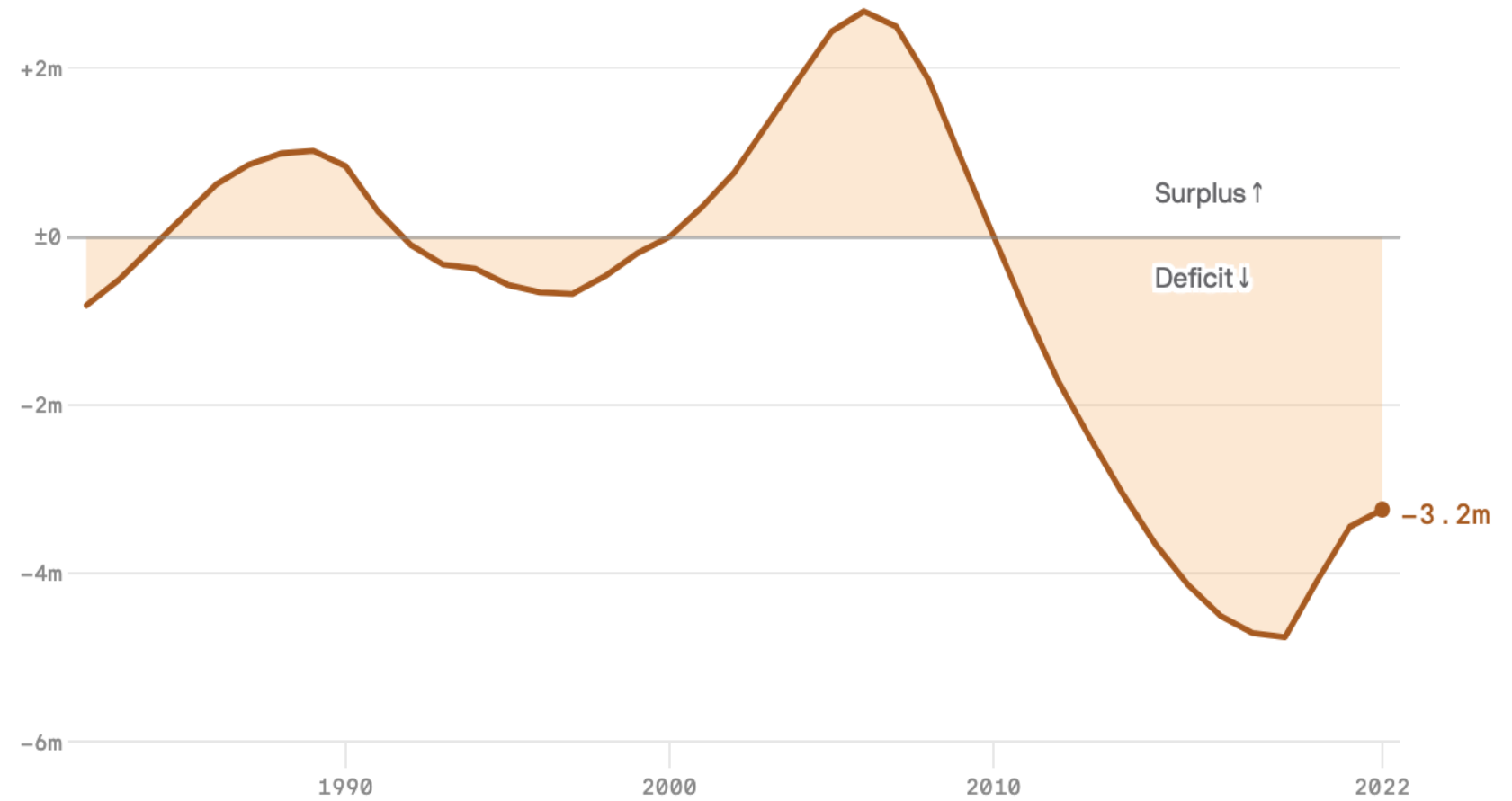


We are in a
national
housing
crisis

*CA's housing
shortage is a
big part of it*

Existing housing units relative to population demand in the U.S.

Annually; 1982-2022



Data: Hines analysis of Census Bureau and Moody's data; Note: Population demand is a theoretical housing demand metric based on long-term household formation and homeownership rates by age cohort; Chart: Axios Visuals

The Current Housing Shortage is Unique

It affects homeowners and renters of all incomes in all geographies

Homeowners: Median home prices surged compared to median income

Harvard Joint Center

The U.S. is **short 4 million units** of housing

Freddie Mac

Homelessness hit a record high in 2023

HUD

Renters: 45% of renters spend more than 30% of their income on rent

Pew Research Center

The **generational wealth gap** is being perpetuated

Financial Times

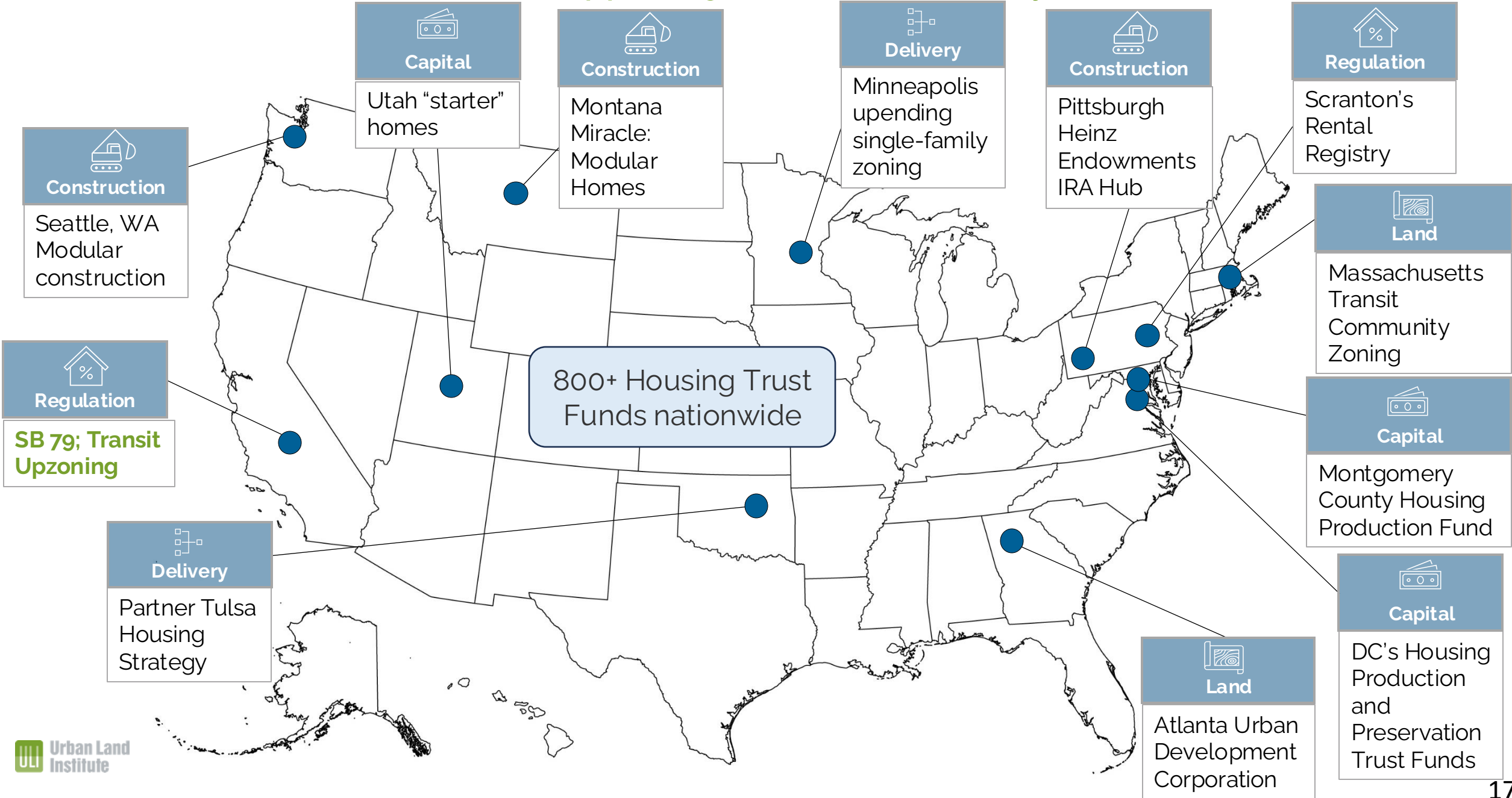
Low-income: There is a severe lack of affordable housing supply

NLIHC

Climate change is affecting property values and housing insurance

The Economist

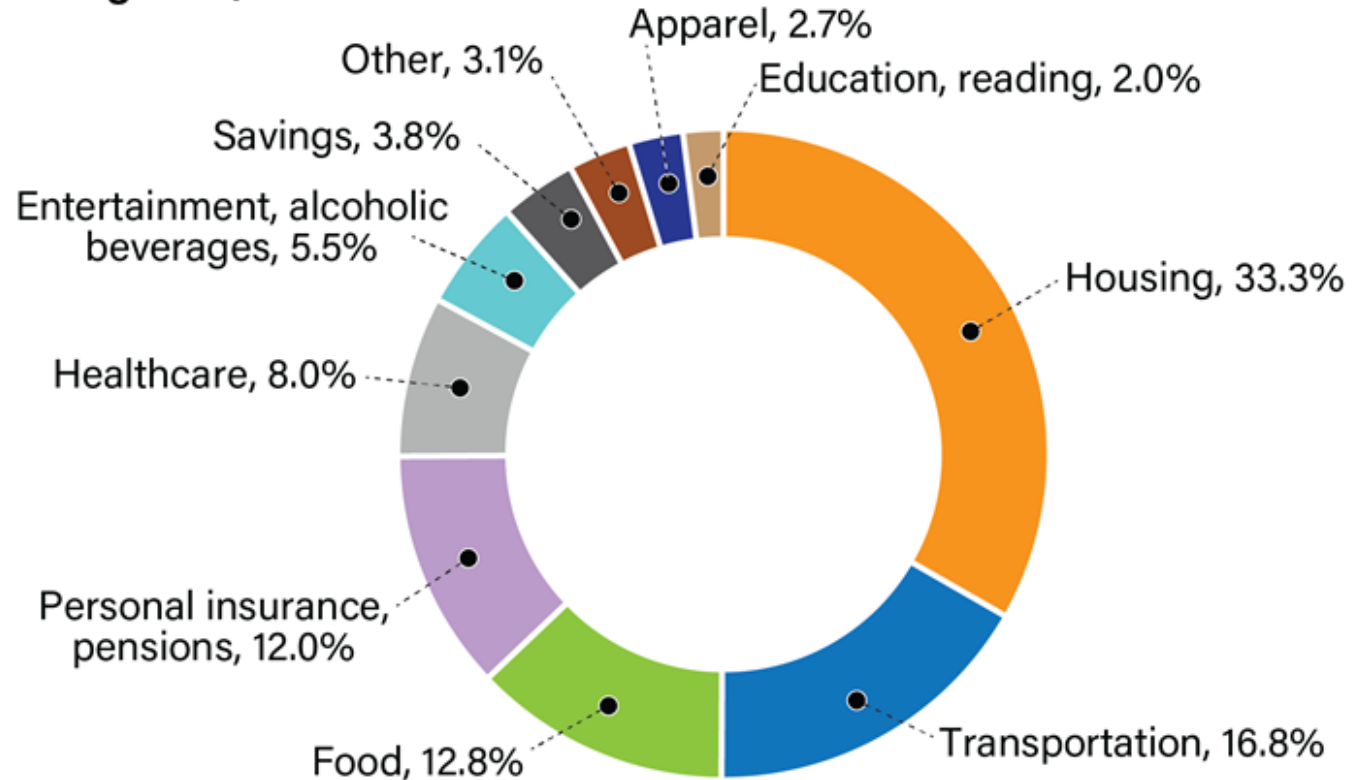
State and local solutions are happening across the country



Interplay of Housing and Transportation

- Most expensive components of US household budgets. Both are rising
 - Often inversely related
- Number of fixed guideway stations doubled between 2000 and 2022
 - Household growth was 28 percent
 - Growth in households near transit was 37 percent

Share of U.S. household consumer expenditures by major categories, 2022



Note: "Other" includes personal care products, tobacco, and miscellaneous expenditures.
Source: USDA, Economic Research Service using data from U.S. Department of Labor, Bureau of Labor Statistics, Consumer Expenditure Survey, 2022.

EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA

EXECUTIVE ORDER N-2-24

WHEREAS California has set a goal of planning for 2.5 million new homes by 2030, including no less than one million affordable homes; and

WHEREAS infill housing development refers to building housing on unused and underutilized infill sites, usually but not exclusively in urban areas, which provides many benefits including avoiding sprawl, reducing greenhouse gas emissions, and creating homes near community amenities, jobs and schools; and

WHEREAS housing that is built near jobs, services, and other amenities has proven to be attractive to renters and homeowners and has helped create more vibrant and livable communities; and

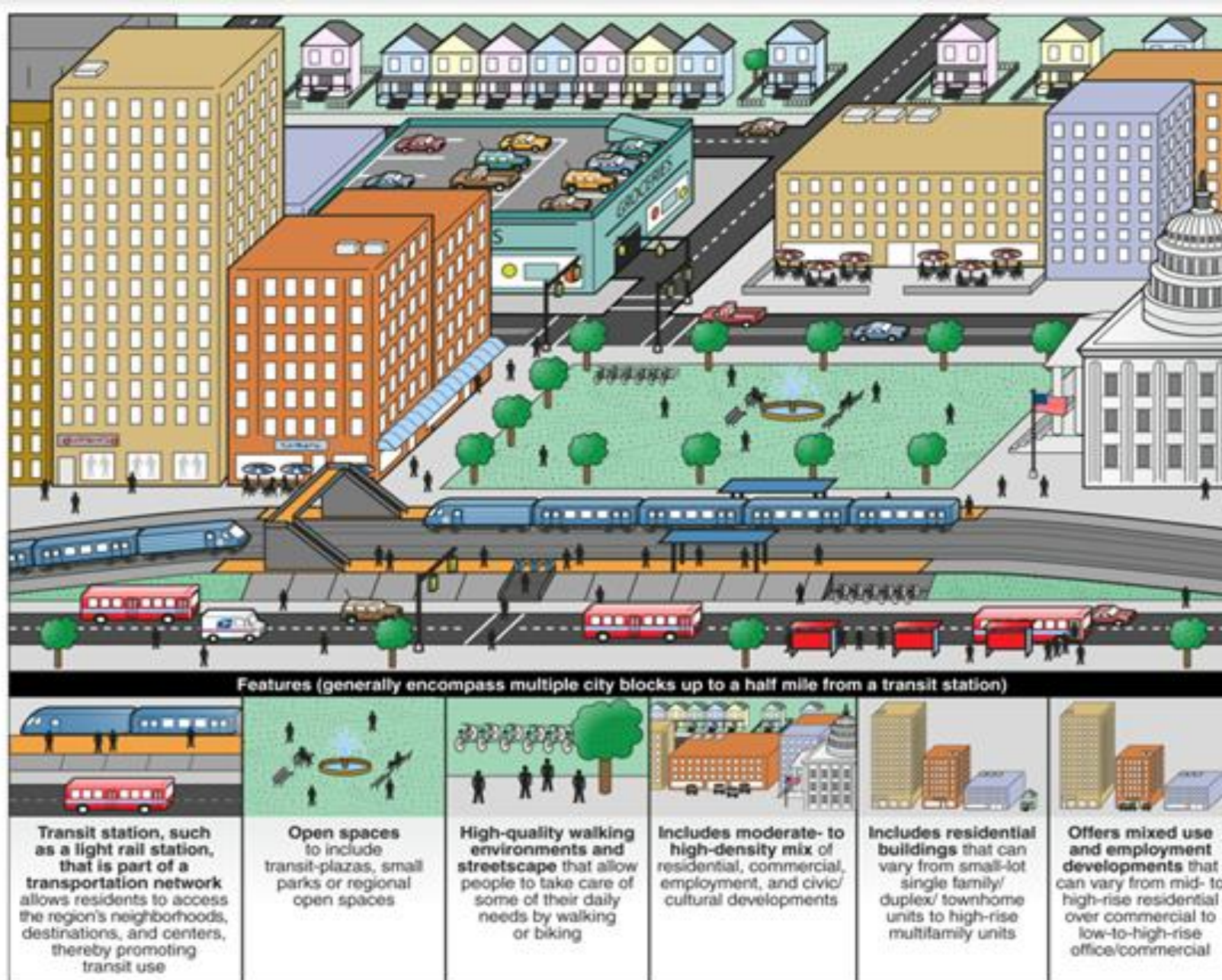
WHEREAS the climate crisis is happening now, impacting California in unprecedented ways, and affecting the health and safety of Californians; and

Housing: A growing issue

- 27 Governors discussed housing as a priority in State of the State addresses 2025
- Executive action is growing
- *What can Metropolitan Planning Organizations, Transit Agencies, State Department of Transportations (DOTs) do?*

Why TOD in a Housing Crisis?

- Emissions reductions
- Mobility and access
- Most favorable zoning
 - Height, density, lot coverage
 - Lowest parking requirements
- Cost savings for residents
- Economic development
- Safety



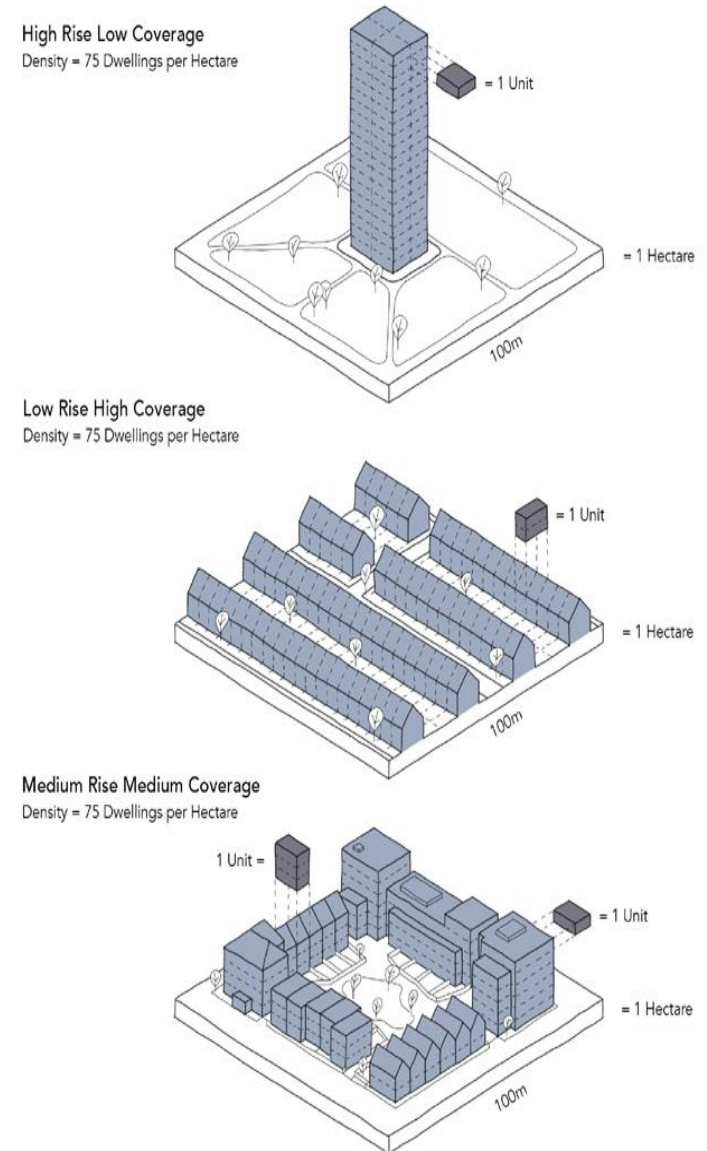
Governors have
started to look to
their DOTs,
beginning with
California...

to help build more housing

- Help provide LAND
- Help FUND HOUSING at TRANSIT
- Help FINANCE HOUSING near transit
- Use HOUSING AND LAND USE ways to improve TRANSPORTATION SYSTEM PERFORMANCE – VMT, CO2, ACCESS
- MITIGATE Environmental harms (stormwater, air pollution) with housing in the right place

SB 79

- A very big state move
- Attempts to fix the disconnect between transportation and housing
- Pushes NEW growth to high-capacity transit stations to:
 - Lower impacts of development
 - Increase transit ridership
 - Lower greenhouse gas and air pollution
- Puts pressure on localities to upzone (localities can decide where)
- Affects only 8 counties with ≥ 15 passenger rail stations, including Santa Clara and San Mateo counties
- Effective date expected to be 7/1/26
- Max density and height: 160 dwelling units/acre and 95 feet



Big opportunity for the PATC to be first mover on SB 79 implementation

Why PATC might start out as relatively well-positioned

- Excellent electric intercity transit service - second highest ridership in the Caltrain system
- Significant Caltrain Go Pass use, especially by Stanford University
- Substantial potential high-capacity housing locations for SB 79 implementation, mostly west of the rail lines, away from historically low-rise downtown Palo Alto
- High modal split to bicycling, walking

Big opportunity for the PATC to be first mover on SB 79 implementation

Why PATC might start out as relatively well-positioned

- Highly effective use of “trip cap” in University GUP
- Longstanding partnerships among multiple transit agencies, landowners, units of local government
- Several low-stress long distance, if not continuous, bicycle routes
- High participation in Safe Routes to School and high share of bike trips in home-school travel segments

What happens next is critical....

What's Next?

- Continue this collaborative process by making the goals and aspirations of the partner organizations and community clearer and more transparent
- Determine the short- and long-term changes in the built environment that better align with the goals and aspirations of partner organizations and the community to create:
 - Inviting gateway
 - Bike and pedestrian accessibility
 - More station throughput
 - Feasible mix of uses
 - Protective density
- Encourage development that increases revenues, housing affordability, safety, access to transit, and daily needs
- Effect development and changes in the right of way and large parcels that intentionally improve circulation, safety, and wayfinding

Land Use and Development

Land Use & Development Framework

Creating a model transit gateway

- Protecting and respecting the past



Source: Wikicommons

- Supporting the future



Source: Stock Photo

Why is This Important?

Making the case for development

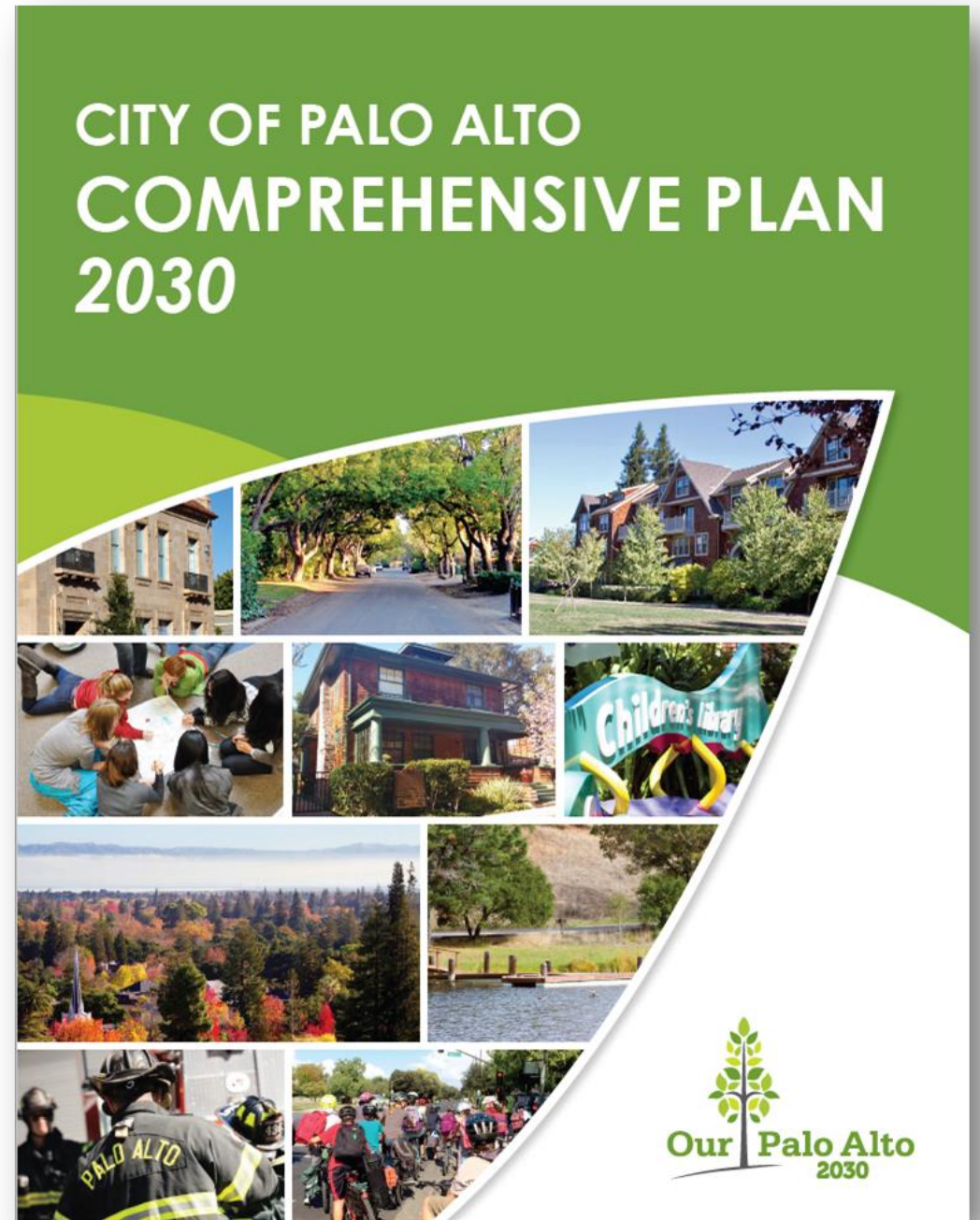
- Aligns with Palo Alto's Comprehensive Plan housing goals
 - Increasing affordable, smaller units
- Delivers workforce, faculty, and student housing close to transit
- Creates shared university–city space supporting innovation and mobility



Comprehensive Plan

Linking to community wide, adopted goals

- *“Palo Alto is perceived as a built-out city and has a substantially higher number of jobs than residents... This imbalance has contributed to skyrocketing housing costs... The Plan seeks to increase the supply of housing that is affordable, safeguards existing single-family neighborhoods, encourages smaller units such as studios and cottages, and sets the stage for redevelopment where higher densities are allowed in appropriate locations.”*
- Palo Alto Comprehensive Plan



Creating a Vibrant Place

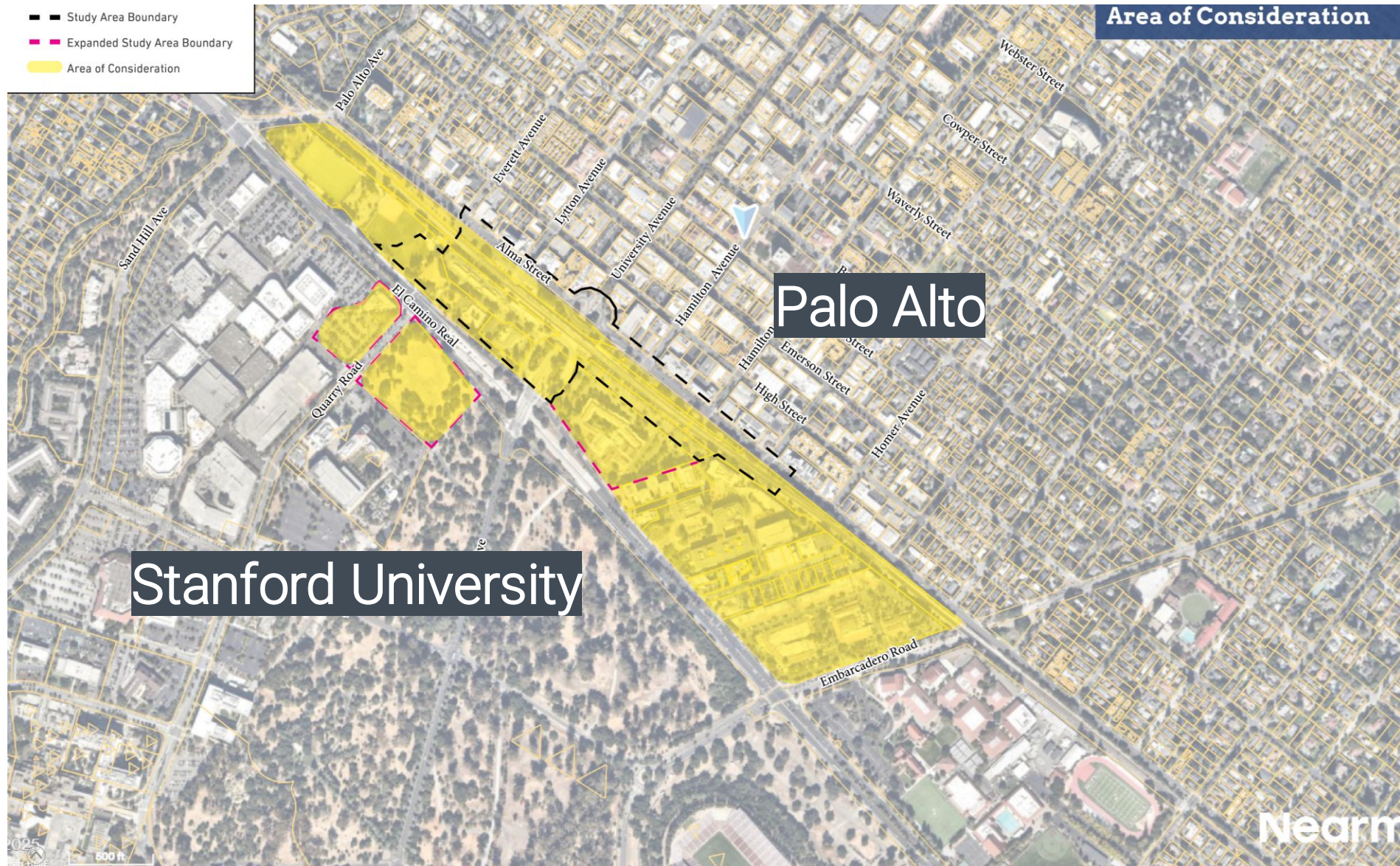
Urban design



Source: MKSK



Expanded Area of Consideration



A Transition Zone

Land between the rail tracks and El Camino Real. Not either of these.

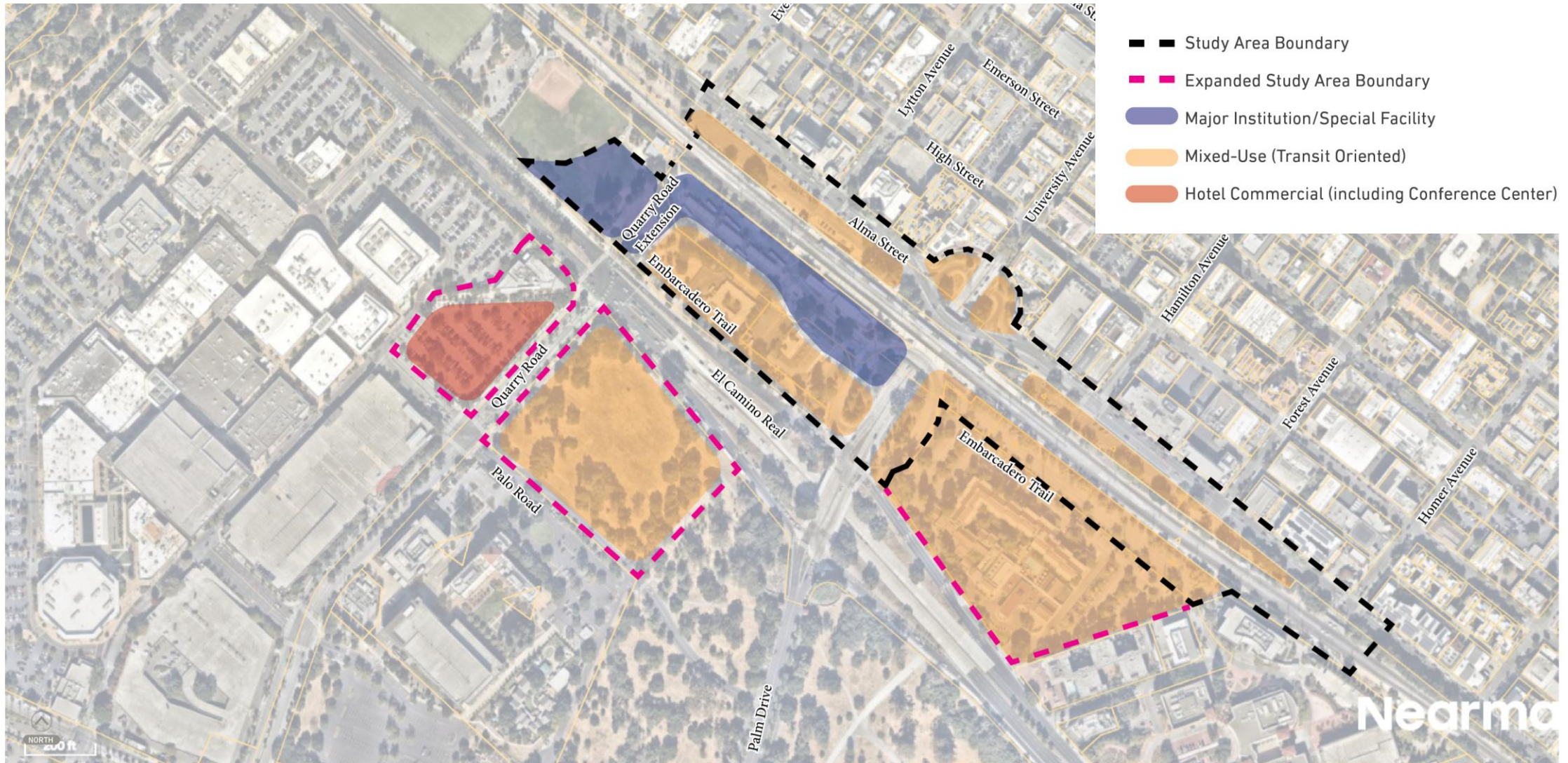


Source: Claire Lowe



Source: Google Street View

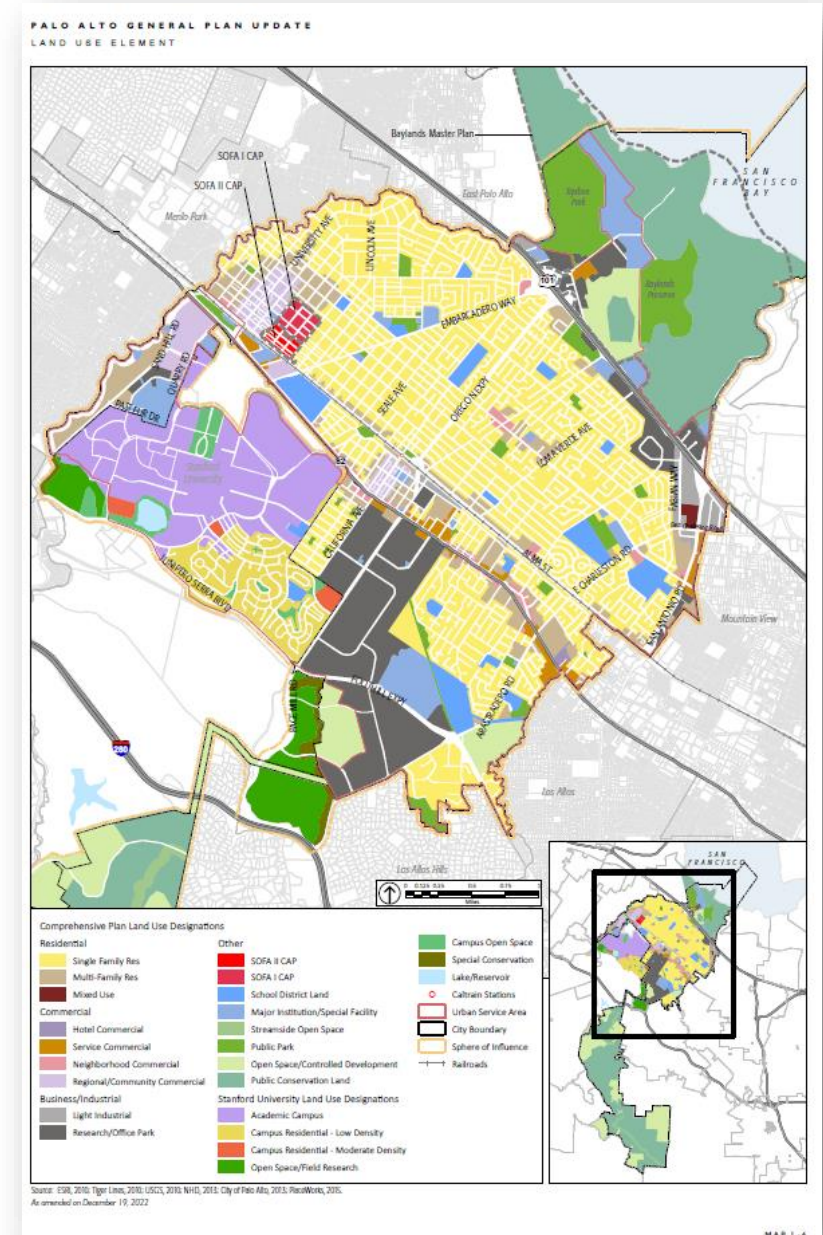
Future Land Use



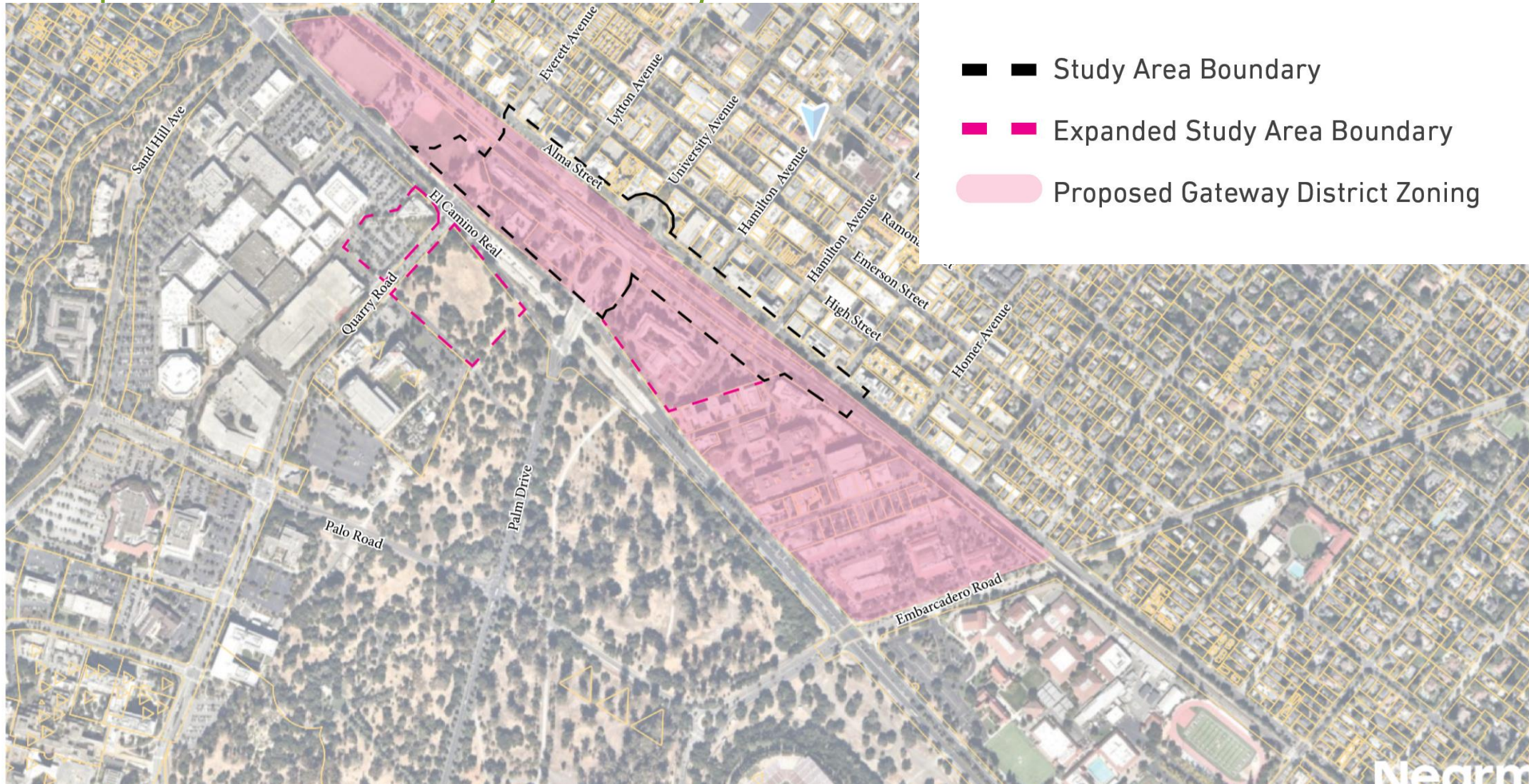
Future Land Use

Proposed changes

- Align future land use with the City's Comprehensive Plan and TOD goals
- Consolidate Transit-Oriented Residential (TOR) and Mixed Use (MU) into a unified Transit Mixed-Use (TMU) category to support housing and state compliance
- Apply the following land use types within the study area:
 - Mixed Use: compact, walkable, transit-supportive districts with housing, retail, and civic uses in a vibrant urban form
 - Commercial Hotel: hospitality and conference uses that activate the district and support visitors
 - Major Institution/Special Facility: university, civic, and community-serving uses that integrate with nearby housing and transit



Proposed Gateway Zoning Modifications



Zoning Modifications

Proposed changes

- Build on the existing PTOD zoning (California Ave) to create a new Gateway District tailored to the Palo Alto Transit Center
- Establish the Gateway District to align zoning, land use, and design intent
- Define clear applicability for the designated overlay area
- Planning staff and Architectural Review Board (ARB) will review projects for consistency with overlay principles
- Intent
 - Enable transit-oriented, mixed-use development that advances SB 79 housing and mobility goals
 - Ensure flexibility for university, civic, and residential growth within a cohesive, high-quality urban form

Zoning Modifications

Proposed changes

- Core Standards:
 - Permitted Uses: transit facilities, university and civic buildings, multi-family housing, mixed-use with active ground floors, and structured or underground parking
 - No Local Height Limit: governed by seismic and building codes; FAR controls intensity
 - FAR: Minimum 3.0 ; 150–300 DU/AC target. Density transfers encouraged under SB 79
 - Setbacks and coverage: zero-lot-line; up to 90 percent coverage
 - Public Space: minimum 10 percent of site (or equivalent off-site/public-amenity contribution)
 - Parking: no minimums; shared/joint-use parking within ¼–½ mile permitted
- Urban Design and Mobility:
 - Building Form: mid-rise density, massing stepping to context; active, transparent ground floors
 - Mobility: fine-grained street network with wide sidewalks, protected bike lanes, and integrated transit access
- Public Realm: continuous, pedestrian-focused streetscapes with plazas, and small parks
- Infill and Redevelopment: extend existing block patterns, add height/density to support ridership and housing goals

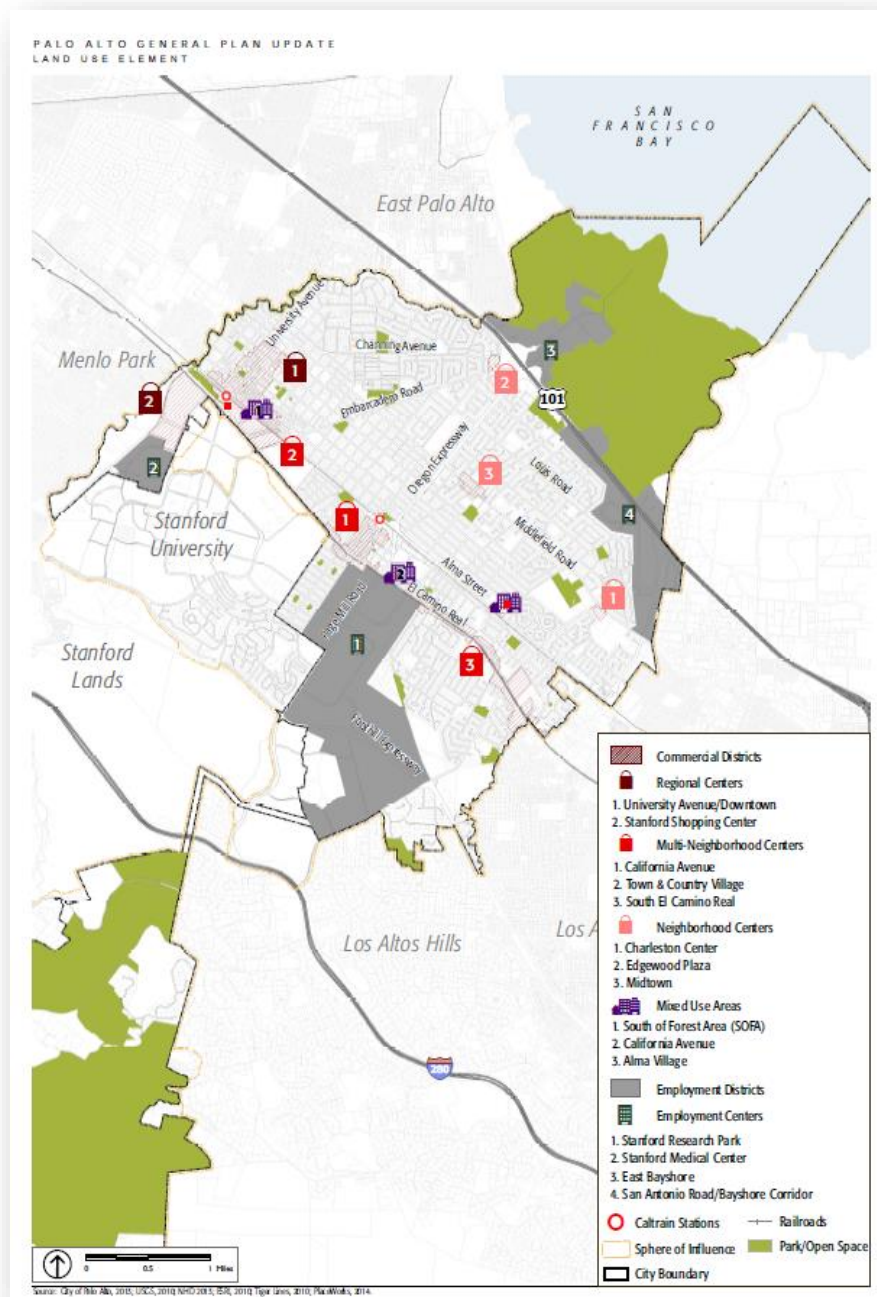
A Blank Slate

Pave the Way for Future Generations

- Evolving land use to support transit-oriented development offers an opportunity to **reinforce, not replace, the strengths of downtown** and surrounding neighborhoods
- Zoning should allow for flexibility because of changing market conditions

Unlocking Land Value

- If activated by the landowner, there is an opportunity for land value capture to pay for infrastructure movement and to address the community's housing shortage
- This land is assembled and under the control of a few owners, all of whom want to see this place be a vibrant, successful transit-oriented development



Best Practices

Principles of great transit-oriented development

- Optimized land use to increase transit Ridership
- Pedestrian Prioritized Design
 - Safe
 - Easy to navigate
- Design for Transit Efficiency
 - Prioritize bus travel ingress and egress over private automobile



Source: Aaron Kowalski

Development Vision

Walkable, mixed-use, transit-oriented development

- Walkable, inclusive, and transit-oriented housing (blended mix of workforce, senior, and university faculty and staff)
- Ground-floor activation with resident and transit supported retail and public amenities
- Shared conference, research, and event space linking Stanford University and Palo Alto



Source: MKSK

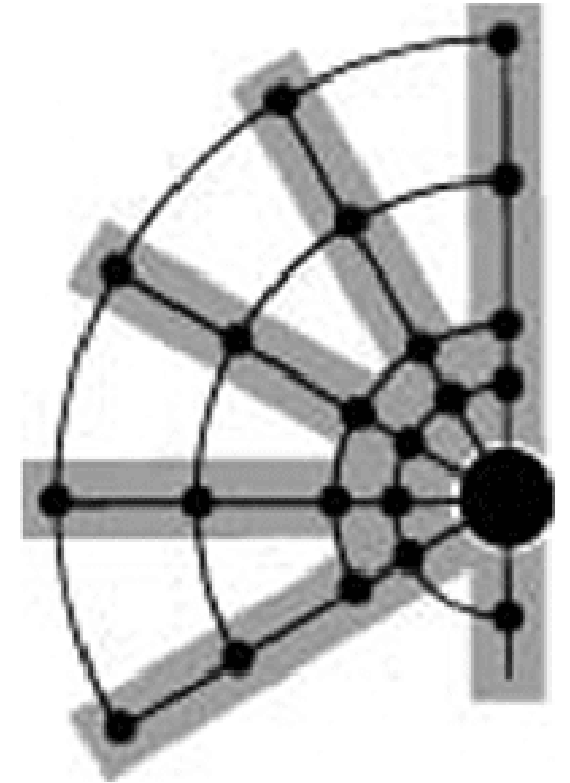
Case Study

Copenhagen Finger Plan

- 1947 regional plan organized urban growth along rail corridors (“fingers”)
- Dense, mixed-use nodes near transit; open space preserved between corridors



Source: Creative Commons



Case Study

Copenhagen Finger Plan

- Cycling integration ensures last-mile success
- Apply to Palo Alto: prioritize compact form and car-free mobility



Source: Creative Commons

Development Recommendations

- Focus density and activity at the station plaza to create a lively community hub
- Integrate housing, civic, and innovation uses with transparent, active ground floors
- Respect the historic station through context-sensitive development and include at least 10 percent public open space or equivalent amenities
- Relocate and reuse the MacArthur Park building





Row Homes



Source: Creative Commons



Source: Aaron Kowalski



Source: Creative Commons

Mid-Rise (Mass Timber)



Interim Suggested Station Activations



Proposed Train Station Activation

Visitor information center & café fast casual food



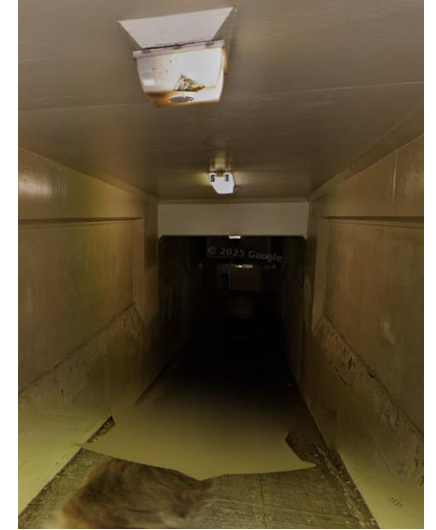
Transit and Mobility

Mobility and Design Observations



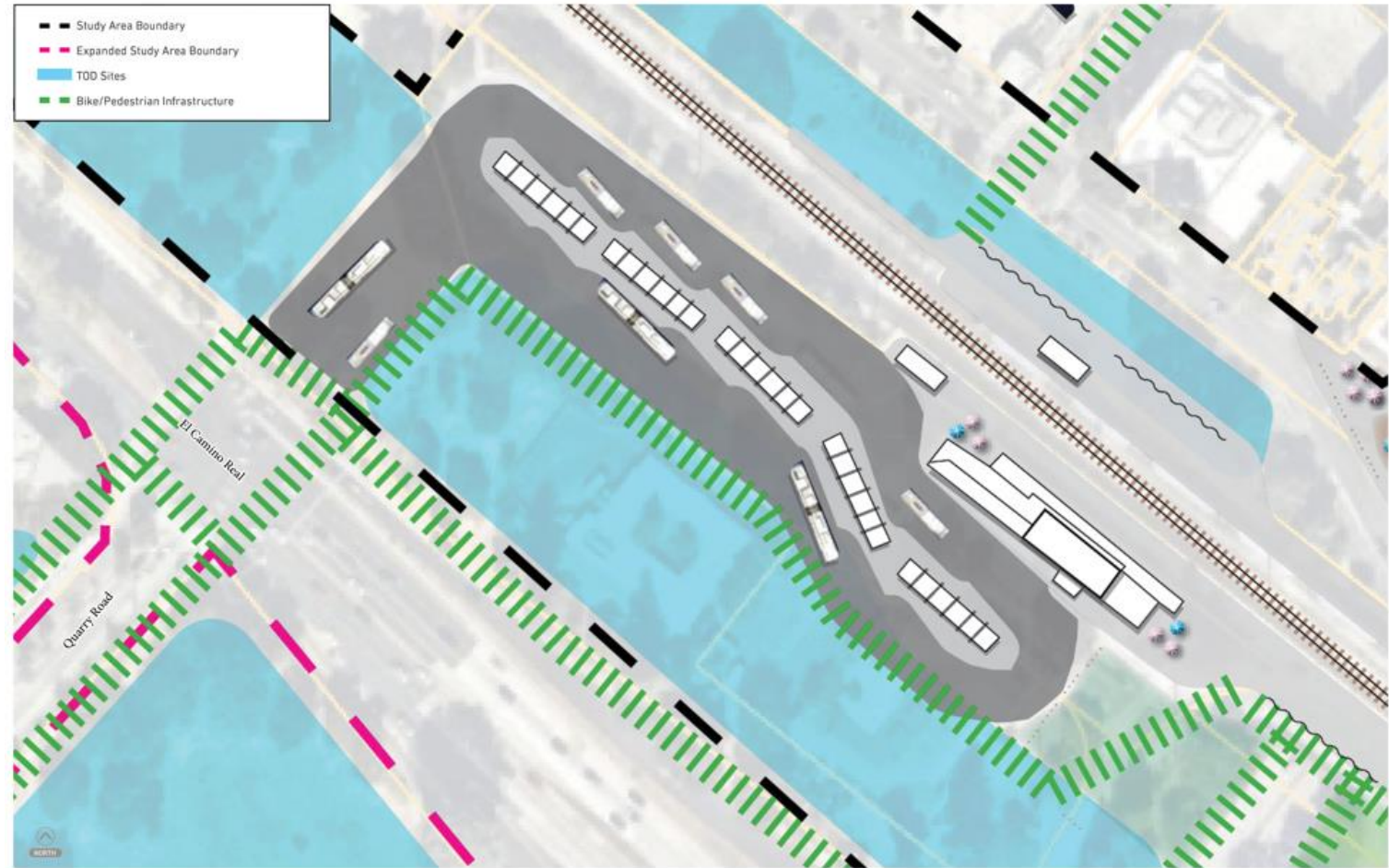
Short-Term Recommendations: Mobility and Design

- Improve pedestrian and bicycle infrastructure
- Address perception concerns: safety and reliability
- Encourage transit usage
- Improve wayfinding
- Incentivize use of downtown parking garages



Medium/Long-Term Recommendations: Mobility and Design

- Extend busway to accommodate six additional berths
- Necessitates the relocation of the MacArthur Park restaurant
- Would accommodate
 - VTA frequency improvements
 - Relocation of Marguerite
 - Inclusion of SamTrans
- Assumes the planned extension of Quarry Road
- Calls for the pedestrianization of University Loop
- Permits the extension of the Embarcadero bike path



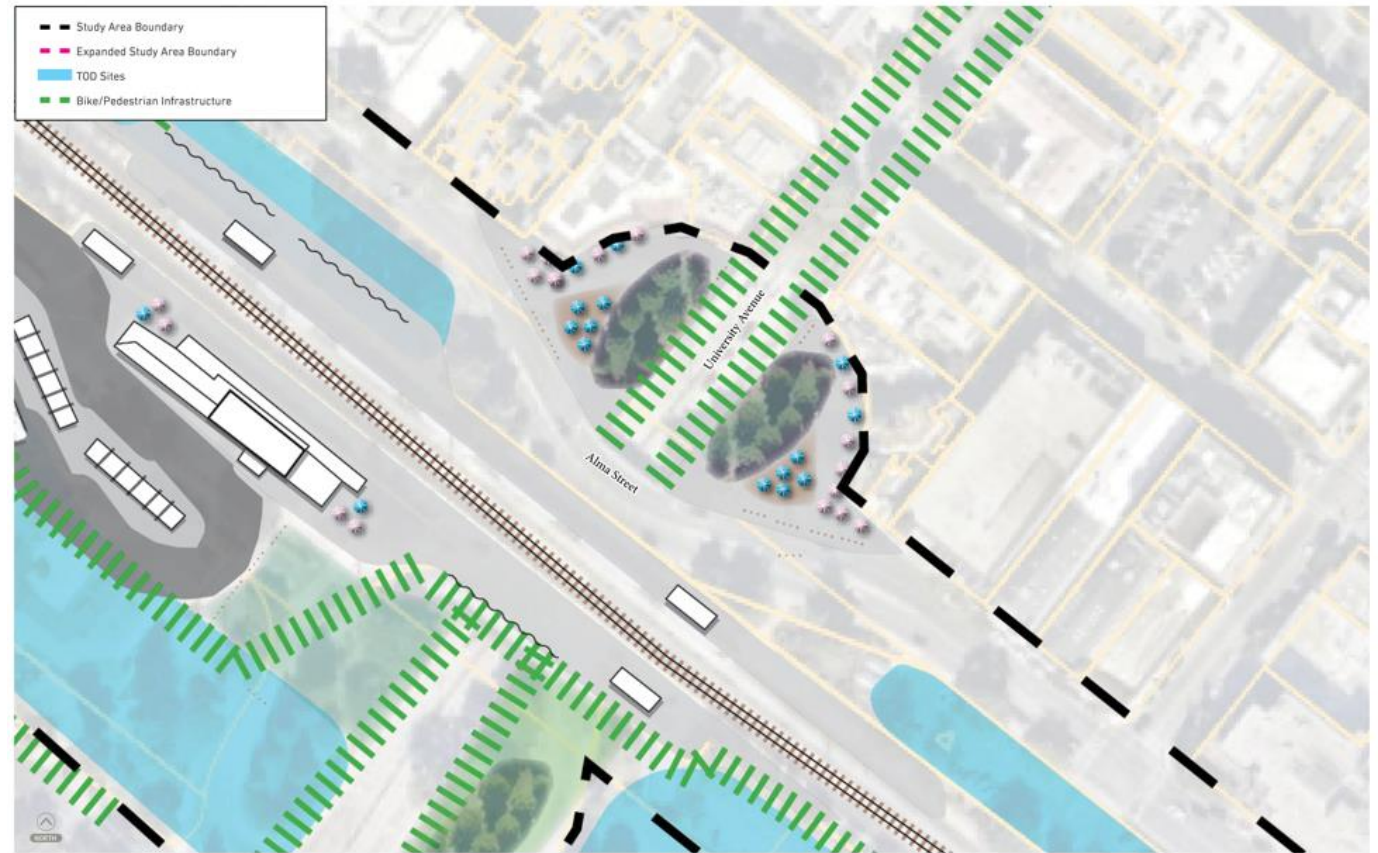
Medium/Long-Term Recommendations: Mobility and Design

- Calls for the pedestrianization of University Loop
- Reduces University Avenue and Palm Drive to a single lane of traffic in each direction and installing protected bike lanes
 - Bike lanes connect to existing pedestrian/bike lanes on Palm Drive
- Adds an entrance to the development parcel off University Avenue with turn pockets on University Avenue
 - There is a prohibited left-turn movement from the driveway; drivers would need to perform a U-turn at the on/off-ramps for El Camino Real



Medium/Long-Term Recommendations: Mobility and Design

- Eliminates the cloverleaf on- and off-ramps connecting University Avenue and Alma Street – the “Circle”
 - Space becomes available for community programming
 - Creates a single, continuous block between El Camino Real and High Street
 - Permits the installation of protected bike lanes in existing turn lanes
- Install a bike lane under the overpass
 - Continue a street-level protected lane
 - Push out the wall of the pedestrian tunnel to widen the pathway to accommodate both a pedestrian path and a bike lane
- As University Avenue continues into city
 - Shift angled parking spaces to parallel
 - Create parking-protected bike lanes



Implementation

Implementation: Recommendations

Continued momentum and action



Governance and partnerships



Transportation and mobility



Land use and zoning

Near-term opportunities



Housing and development



Funding and finance

Medium-to-longer term opportunities

Implementation: Near-Term Recommendations

Continued momentum and action



Governance and partnerships

- Convene partners, including representatives from Santa Clara County to debrief the ULI findings by Q1 2026
- Consider more formalized agreements among public-sector partners and the university to continue development and activation at the Palo Alto Transit Center and adjacent parcels.
 - Memorandum of Understanding (MOU)
 - Joint Powers Agreement (JPA)

Implementation: Near-Term Recommendations

Continued momentum and action



Transportation and mobility

- **Ped/Bike**
 - Brings crossings to ADA standards.
 - Ensure bike network changes are consistent with masterplan.
 - Evaluate shared mobility program (bike/scooter)
- **Facility amenities**
 - Lighting
 - Crime Prevention Through Environmental Design
 - Public art
 - Electric signage
 - Wayfinding
- **Transit**
 - Bus bay configuration, route alignments, transfer improvements
- **Promote transit use**
 - Expand Go Pass program (employers, shopping center)
 - Increase bus service and frequency
- **Improve wayfinding**
 - Consider beyond transit center
- **Use downtown parking garages**
 - Improve guide signing
 - Charge for on-street parking to encourage garage use
 - Enforce street parking regulations
 - Assign development parking requirements to use existing garages

Implementation: Near-Term Recommendations

Continued momentum and action



Land use and zoning

- Evaluate effects of SB 79 at the Palo Alto Transit Center and adjacent parcels
 - Shift density into Gateway District overlay zone
 - Submit SB 79 alternate plan to the state
- Evaluate land-value benefit of existing landowners
- Align land-value capture policies to fund infrastructure, housing or other city priorities
- Update Comprehensive Plan to align with Gateway District overlay zone
- Codify Gateway District overlay zone with land value capture policy

Implementation: Medium-to-Long Term Recommendations

Continued momentum and action



Housing and development

- Property owners should clear existing leaseholds for redevelopment sites
 - VTA to continue to lease and manage train station
- Landowners and zoning officials should engage in conversations about redevelopment and development for housing in the Gateway District

Implementation: Medium-to-Long Term Recommendations

Continued momentum and action



Funding and finance

- Start soon!
- Early conversation and coordination with the Metropolitan Transportation Commission
- Develop a potential slate of funding options
 - TOD housing can be used for highway mitigation in California
- Consult with California State Transportation Agency (CalSTA) the state on flex funding from transportation to housing
 - (Requires regional Federal Highway Administration approval)

Federal Funding and Financing Sources- Some Are Unique to California

- Most approaches start with **JOINT DEVELOPMENT**, funded by flexing money from the Surface Transportation Block Grant program or the National Highway Performance Program (NHPP) into:
 - Transit: Urbanized Area Formula Grant program (Section 5307)
 - Congestion Mitigation and Air Quality
 - California **UNIQUELY** can use NHPP funds to mitigate impacts from highway capacity increases under CEQA, by funding housing near transit
 - California can fund housing near transit as a Transportation Control Measure in non-attainment areas, if the project is not already in the TIP baseline
 - TIFIA and RRIF are below market financing mechanisms with several favorable features, typically used to finance transportation infrastructure that may be used also for joint development

State of California Funding Sources

Housing and Transportation:

- Metropolitan Transportation Commission's Transit Oriented Affordable Housing (TOAH) financing
- Infill Infrastructure Grant program (IIG)
- Affordable Housing and Sustainable Communities Program (AHSC)

Transportation Focused:

- Transit and Intercity Rail Capital Program
- Zero-Emission Transit Program
- Low Carbon Transit Operations Program
- Clean Mobility Options
- Sustainable Transportation Equity

Case studies

Transit project with similar themes



Sound Transit – UW Station Seattle



Partnerships that work



Multimodal connections



University adjacent



Sound Transit – Lynnwood Station



Partnerships that work



Multimodal connections



Transit-oriented development



BART – Downtown Berkeley



Partnerships that work



Multimodal connections



Transit-oriented development

A photograph of the Palo Alto City Building, a two-story Art Deco style structure with a cream-colored facade and red horizontal stripes. The words "PALO ALTO" are visible on the building's facade. In the foreground, there are concrete steps with blue metal railings and a black wrought-iron fence. An American flag flies on a pole to the right. Overlaid on the image is the text "Q & A Thank You!" in a large, white, sans-serif font. A thin vertical white line is positioned between the "Q & A" and "Thank You!" parts of the text.

Q & A Thank You!

Appendix: Funding Tools, Continued

Federal Funding and Financing Sources- Eligible Joint Development Activities

May include:

- (I) property acquisition;
- (II) demolition of existing structures;
- (III) site preparation;
- (IV) utilities;
- (V) building foundations;
- (VI) walkways;
- (VII) pedestrian and bicycle access to a public transportation facility;
- (VIII) construction, renovation, and improvement of intercity bus and intercity rail stations and terminals;
- (IX) renovation and improvement of historic transportation facilities;
- (X) open space;
- (XI) safety and security equipment and facilities (including lighting, surveillance, and related intelligent transportation system applications);
- (XII) facilities that incorporate community services such as daycare or health care;
- (XIII) a capital project for, and improving, equipment or a facility for an intermodal transfer facility or transportation mall;
- (XIV) construction of space for commercial uses; and
- (XV) technology to fuel a zero-emission vehicle;

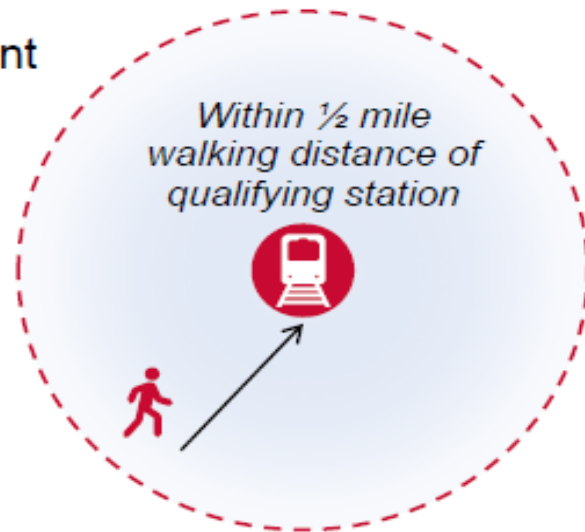
Additional Funding Sources

TIFIA-RRIF TOD Loans (Build America Bureau)

The TIFIA and RRIF financing programs have broad project eligibilities and offer unique benefits that have generated significant interest from developers seeking affordable financing options.

Project Eligibility

- ▶ Public Infrastructure
- ▶ Economic Development
- ▶ Joint Development



Program Features

Low, Fixed Interest Rates

- Based on the U.S. Treasury rate at loan close (4.79% on 4/17/25)
- Provides low-cost financing

Long-Term Repayment Periods

- Up to 35 years (some up to 75)
- 5-Year repayment deferral following construction completion

Repayment Flexibility

- Customizable to borrower needs
- No pre-payment penalty/fee, interest accrues as funds drawn, etc.

Construction and Permanent Debt

- Reduces or eliminates refinancing risk

Appendix: Transit and Mobility

Mobility and Design Observations

- (Red Line) Caltrain electric service provides an essential connection to San Francisco and other points north and south. (Orange Lines) The station is elevated above University Avenue with a (Blue Lines) confusing and circuitous system of ramps and tunnels due to (Green Box) poor wayfinding signage and a design that pre-dates the Americans with Disabilities Act (ADA). Constricted passages are poorly lit and are noisy due to the four adjacent lanes of University Avenue. Within the project area, the only crossing of the tracks is through the underground tunnels along University Avenue.
- (Green Dot and Green Oval) Within the transit center, bus services are offered in multiple areas. Stanford University's Marguerite Shuttle picks up and drops off along the University Avenue loop immediately outside the southbound train platform while other bus operators (Santa Clara Valley Transportation Authority, SamTrans, and ACTransit) serve the busway. Riders wait for buses on a shaded, open-air platform. Operations generally work well, though buses sometimes run short of layover space.
- (Red Line) Busway is separated from the train station by a short but indirect path while the most direct path leads people to walk in an active bus lane.
- (Green Dots) SamTrans routes lay over outside the busway along the on- and off-ramps for El Camino Real, which requires a complex routing to travel between the on-ramp and the busway.
- (Pink Lines) Along University Avenue, pedestrians and bicyclists must navigate a series of ramps connecting University Avenue and El Camino Real. Curb cuts generally fail to meet ADA standards. Cyclists must choose between biking in a four-lane roadway or using sidewalks, many of which are not wide enough to comfortably accommodate pedestrians and a passing cyclist. Cyclists are encouraged to walk their bicycles through the underground tunnel, but many cyclists opt to ride. This creates an unsafe and uncomfortable situation for pedestrians.
- (Orange Line) The University Loop also presents an unsafe situation for cyclists who arrive at the station via the Embarcadero Bike Path. The path terminates at the station, and cyclists must choose between biking through a pinch point along a sidewalk that also serves as the southbound train platform or traveling along University Loop and navigating between Marguerite buses laying over and picking up and dropping off riders.
- (Green Arrows) Riders going to or coming from the train station are forced to walk through parking lots to get to or from Alma Street at crossings that are at the far end of the platform.

Short-Term Recommendations: Mobility and Design

- Improve pedestrian and bicycle infrastructure
 - Bring pedestrian crossings up to ADA standards with accessible curb cuts and detectable warning strips
 - Bike network changes should be consistent with the City's bike masterplan
 - Continue investigating the potential of a regional bike/scooter share program
- Address perception concerns: safety and reliability
 - Address lighting deficiencies in the trails near the busway and train station tunnels and ramps
 - Crime prevention through environmental design
 - Expediently address unpleasant smells and sights
 - Introduce public art and bright and upkeep walls and ceilings
 - Install electronic signage indicating next-train or next-bus arrival
- Encourage transit usage
 - Expand the Go Pass fare program to other employers, including the Stanford Shopping Center
 - Increase bus service frequencies and add new connections
- Improve wayfinding
 - Continue to improve wayfinding and consider expanding the pilot beyond the transit center
- Incentivize use of downtown parking garages
 - Deploy better signage throughout the downtown to direct people to the garages
 - Charge for on-street parking to encourage people to use free garage parking
 - Enforce existing parking regulations
 - Assign development parking requirements to parking garages